





# Oscar Awards—the 1975 list

BY C. GORDON TETHER

THE Oscar Awards division of the Lombard Advisory Committee has now completed what it describes as "an exceptionally taxing" examination of the nominations for what was most outstanding in the economic and financial spheres during the past year. I have pleasure in presenting its report:

**Best all-round performance.** The Committee points out that 1975 was a year in which good overall performance was again conspicuous mostly by their absence. In the industrialised section, it came down in favour of Sweden. It points out that though Sweden was not quite so successful as some other countries in reducing the rate of inflation, it managed to break through into single figures and did so without materially increasing the level of unemployment—an exceptional achievement in 1975—and while keeping the balance of payments in reasonably good shape. The runner-up in this section was Austria.

The award goes to the "oil-rich countries" goes to Venezuela. This was for striving to adapt the economy to the situation created by the upsurge of oil revenues so as to maximise the assistance afforded to future growth, while improving the country's immediate health by substantially reducing the rate of inflation.

In the developing countries group, the award is given by the Philippines for an economic performance that was so successful in attacking inflation and other problems—the pace of the rise in prices was cut to less than 4 per cent. in the second half of 1975—that it earned the highest praise from aid-giving countries.

Star currency. This was again won easily by the Swiss franc, it having continued to command a value in terms of other currencies some two-thirds beyond that which it had in the early 1970s in spite of immense efforts by the Swiss authorities to restrain its advance.

Banker of the world. The award goes to Dr. Guido Carli, who resigned as governor of the Bank of Italy after a 15-year spell in office. The committee points out that having an admirable record for central banking orthodoxy, he made great efforts during this time to get his country to face up to realities at the same time did his utmost to encourage constructive dialogue on international financial issues in the world at large.

Central bankers' stand-fast prize. This award goes to Mr. Larre, head of the Bank for International Settlements, for undertaking to handle the liquidation of IMF gold—thereby providing the foundation-stone of a new gold-convertibility system that

will be under the control of his bank's central banker customers.

**Most unpopularity success story.** Japan wins this award for achieving a productivity superiority in almost everything from motor cycles to oil tankers that often makes it impossible for other countries to compete with her in world markets.

The most over-optimistic statement. The oft-repeated assertion by Mr. Wedgwood Benn during the EEC referendum campaign that the anti-Market cause with which he was identified was certain to bring off a handsome win notwithstanding the fact that the opinion polls were pointing to a two-to-one defeat, which is what it actually suffered.

**Biggest disappointment.** The fact that the referendum on British membership of the Common Market "fell victim to stage management by vested interests which both significantly distorted the outcome and raised serious doubts as to whether direct consultation with the people would improve the functioning of democracy in the British case."

**Most wanton behaviour.** The Committee came down in favour of the U.S. Treasury for going about its way to encourage a fall in the price of gold, knowing that this would materially reduce the benefit that poverty-stricken countries derived from the special fund to be created out of liquidation of IMF gold.

**Most spectacular about-turn.** This award goes to the Wilson Government for announcing in the middle of 1975 that it was enforcing a 55 a week limit on pay increases, after having repeatedly asserted over the previous eighteen months that any attempt to go back on free collective bargaining would have disastrous consequences.

**Greatest sophistry.** This is taken for the second year in succession by Mr. Callaghan, the Foreign Secretary. This time he received the award for his plan for a two-tier approach to European integration, while fostering the impression that Britain has no great enthusiasm for participating in the more advanced forms of EEC integration.

**Most embarrassing disclosure.** The Crown Agents organisation—which invests overseas official holdings of sterling—receives this award. This is for the disclosure that it had sustained net losses as a result of being induced to stray from its traditional straight and narrow investment path into the secondary banking jungle—losses which would largely have to be made good by the taxpayer.

**Most inopportune faux-pas.** This goes to President Ford for toasting the winning man when host at a banquet in a foreign country.

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**Aiding the poor** It is the social and political change of the post-war years that has helped to isolate the legal profession even more from the mainstream of society. In the atmosphere of change lawyers generally become even more entrenched in their own world, and hence any less part in our national life.

For some years now the profession has presented a dirty face. In that kind of climate a Royal Commission sooner or later was inevitable. If only it were all over. But it is the ponderous exercise of a Royal Commission really necessary?

It is beyond refutation that there are some important areas of our legal system that need urgent reform. Access to legal services by the poor and in the deprived areas is an acknowledged problem.

The legal profession, nurtured in a system concerned almost exclusively with distributive justice (of determining property rights as between citizen and citizen) has largely neglected the advice and assistance that large numbers of largely property-less citizens need in obtaining their rights against government, both national and local.

The recent growth of the neighbourhood law centres, staffed by socially-conscious young lawyers aware of the inherent worth of our legal institutions and of the challenge to the profession, is evidence that lawyers have tried to meet the unmet social need.

The centres are unstructured and ill-disciplined. They are also terribly under-financed. But the Government is well aware of the problem, and the size and nature of it. The Lord Chancellor's Advisory Council on Legal Aid has repeatedly in its annual reports urged the development of these centres and the Government has simply declined to devote any more resources to this part of the nation's well-being.

The problem of legal services does not call for examination by the Royal Commission. If legal services are intended to form a large part of the Commission's remit, the inevitable comment is that radical reform is being sidestepped by the device of shelving the issue, at least for the five years or more of the Commission's work.

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**Remuneration** The administration of justice seems to have been deliberately kept out of the Royal Commission's terms of reference. But, on being questioned on his statement to the House of Commons, the Prime Minister did not preclude the Commissioners from examining that hoary issue.

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The last aspect of public perturbation about the profession is the scale of remuneration for lawyers, particularly in the field of criminal law where so many rely heavily, if not entirely, upon public funds for their fees. The evidence so far would not be very receptive to any recommendation along the lines of such a Ministry.

Whether the Royal Commission will disclose anything different is very much to be seen. What may show is that some of the money expended from the public purse is ill-directed. Far too high a proportion of the civil legal bill is attributable to supporting divorce proceedings. Since divorce was stipulated by the Act of 1969 that expenditure seems unwarrantable.

It is difficult to resist the conclusion that the loudest proponents for a Royal Commission are concerned with the value of the services (or fails to provide) than with expressing their personal animus towards the profession to which some of our legal institutions enjoy too little public esteem, they were right to press their cause.

All this reflects the immediate past; it does not readily reveal the path ahead. The Royal Commission as it enters upon its remit, may feel a little like the apocryphal judge listening to a recalcitrant argument from a barrister in his court.

The barrister paused in the breathless pursuit of his difficult argument to inquire: "Does your Lordship follow me?" The judge sorrowfully replied: "I am following you closely, Mr. Smith. Tell me, where are we going?"

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# Labour about turn on Scottish Assembly

BY CHRIS BAUR, SCOTTISH CORRESPONDENT

ANOTHER remarkable about-turn on the controversial devolution policy was made by General Assembly when it decided at the weekend that it would press the Government to concede more powers to the proposed Scottish Assembly.

The executive committee of the party's Scottish Regional Council now wants the Assembly to be given some economic and industrial powers by having full control of the recently created Scottish Development Agency.

It also wants the Secretary of State for Scotland to be stripped of his so-called "powers over Assembly legislation."

In its November White Paper on devolution, the Government proposed dividing responsibility for the Scottish Development Agency—which will have up to £500m to spend over five years—between the Secretary of State for Scotland and the Assembly.

It proposed that the Minister would control the important investment generating function of the SDA while the Assembly would be responsible for the less contentious functions of environmental improvement and public sector factory building.

The executive's decision was taken in spite of the Scottish Office Minister's warnings about the "obvious dangers" of giving too much economic power to the Assembly. It also overturns the marginal vote against Assembly powers taken at last year's Scottish Labour Party conference.

It is the second notable reversal by the Labour leadership in Scotland since the party's Scottish National Party which is growing in popularity and more recently from the break-away Scottish Labour Party both of which want much more extensive economic and fiscal powers for the Assembly.

However, the move will probably help to subside some criticisms of the Government's proposals at next month's annual conference in Troon.

Other decisions taken by the executive were that there should be no impediment on the Assembly re-organising Scottish local government and that a Commission should be set up to investigate Scottish universities and adult education.

## Furnished rentals down 10%

THE NUMBER of furnished properties to let has fallen by about 10 per cent in England and Wales and possibly by 20 per cent in London since the passing of the 1974 Rent Act, according to a recent survey by the Royal Institution of Chartered Surveyors.

The institution, while admitting that the survey, collated from the opinions of 50 estate agents up and down the country, is not comprehensive, thinks that it represents a fairly accurate picture of what has happened in the lettings market.

Three other trends emerged from the report:

- There has been no significant rise in rent levels. Where rents did rise the cause was increased rate or general inflationary trends.
- The number of people seeking unfurnished accommodation has risen slightly.
- Properties taken off the market are not being relet, but sold with vacant possession.

## Machine-tool makers seek NEB interest payment delay

BY KENNETH GOODING, INDUSTRIAL CORRESPONDENT

MACHINE-TOOL manufacturers are trying to persuade the National Enterprise Board to include provisions for deferment of interest payments in the machine-tool stockpiling scheme it is working out.

The idea would be for the manufacturers to pay interest on the NEB money only when the upturn in trade starts and they begin to sell the machines they have stocked.

It seems that the success of the NEB scheme depends to a great extent on whether such deferred terms are built into it. There have been meetings every working day for the past two weeks between the NEB and the Machine Tool Trades Association, representing the manufacturers, but there is no sign of agreement for a Government-aided stockpiling arrangement appeared in the machine-tool industry last October and November, since when the association has been trying to convince the Department of Industry that it was urgently needed.

Some companies even at that stage were complaining that price restrictions plus raging inflation in 1974 and last year had given them severe liquidity problems.

There has been no shortage of cash to be borrowed, but the companies said that it would not be of much use to them unless the interest payments could be deferred in some way, because they could not afford extra outgoings at a time when business was so slack.

The Government shied from providing an industry Act scheme, principally, it seems, because State financial assistance stockpiling is severely frowned on by the EEC. Money from the NEB is regarded as coming from private sources.

The main aim of a stockpiling exercise, so far as the machine-tool manufacturers are concerned, is that it would enable the companies to keep up production to an economic level for a good deal longer. In turn this would enable skilled workforces to be kept together through the recession.

The big problem with building for stock is that all but the least sophisticated standard machines can be only partly built. The final touches would not be added until the machine had been sold, and the customer indicated exactly what he required from it.

So not all companies are in favour. At Jones and Shipman, Mr. Edgar Watts, director, said:

"The danger with stockpiling is that more and more of your assets become tied up in non-liquid resources so that the lay-offs and cuts when they come have to be even more severe."

"We prefer to keep a balanced stock of raw materials, components and finished machines ready for the upturn."

## Pensioners worse off than in 1974

By Eric Short

PENSIONERS ARE worse off now in real terms than they were in July, 1974, when the Government introduced the £10 a week pension for a single person and £18 a week for a married couple, according to a statement by Age Concern England.

The value in terms of July 1974 of today's pensions of £13.30 for a single person and £21.20 for a married couple was only £9.84 and £15.55 respectively.

Age Concern pointed out that since July, 1974, pensions had risen by 38 per cent, but fuel costs had increased by 48.5 per cent, and food prices by 40.5 per cent. Pensioners, it said, spent twice the proportion of their income on fuel and 80 per cent more on food than the average household. The proposed increase in electricity prices would hit pensioners hard.

An increase in pensions was urged by Age Concern, to be implemented as soon as possible.

## New gas pipeline to cost £31m.

By Ray Daffer, Energy Correspondent

BRITISH GAS plans to spend a further £31m. on a new pipeline capacity to handle increasing supplies of natural gas.

The scheme will provide 85 miles of 42-in. diameter pipeline between Bishop Auckland, Co. Durham, and Farnham, near Harrogate, Yorkshire. The pipeline will pass east of Darlington, west of Northallerton, east of Ripon and west of Harrogate.

This is the first project using a pipe of such diameter undertaken by British Gas. Most of the existing 3,000 miles of the national transmission system for natural gas has been laid in 36-in. or 30-in. pipes.

Gas from the Anglo-Norwegian Frigg Field and Shell's Esso's Brent Field in the U.K. sector of the North Sea should boost British Gas supplies by up to 50 per cent by the early 1980s.

The Gas Corporation said that it was following its normal procedure of contacting landowners and tenants affected by the work, which is due to start in May.

Consultations about the route of the pipeline is taking place with the National Farmers' Union, the Country Landowners' Association, planning authorities and other bodies.

Although new supplies of gas from Brent and Frigg are likely to cost British Gas far more than it is now paying for supplies from southern fields in the U.K. sector, industrial and domestic users should not see a corresponding increase in tariffs.

The corporation pointed out that most of the work on the natural gas transmission system, together with the conversion from down gas, had been carried out in the last few years.

A common sector committee was told last week that British Gas expected prices to rise at a slower rate than the retail price index over the next five or six years.

## P.O. reviewing its parcels service with unions

BY ARTHUR SMITH

POST OFFICE management and unions are reviewing the loss-making parcels service.

Issues under discussion include cuts in the number of delivery vans, reduced vehicle manning, and complete curtailment of routes where necessary.

The Union of Post Office Workers, disclosing in its journal details of a "Joint Statement" agreed with the management on action needed to restore the corporation to profitability, says that "an SOS is sounded for the inland parcel post."

The statement emphasises that economies are needed more urgently on parcels than on letters and telephones. "The financial situation is critical and discussions should take place locally to see what cost reductions can be agreed. Every hour saved is valuable if the inland parcel post is to be made viable again."

The Post Office said last week that it was seeking a further 25 per cent increase in parcel charges from April 26. There was a 50 per cent rise last March and a similar increase in September.

Figures of traffic loss caused by excessive tariff rises have not been released. The feeling is growing within the Post Office that a re-assessment of the relationship between the State-owned parcel service and the private sector is necessary.

Already facing a deficit of millions, the Post Office postal service have lost much of the business of Open University to Roadline U.K., formerly BRS Parcel Post.

The Open University said yesterday that it had switched large packages of course material for £50,000 a year to Roadline.

When it decided to send some students larger packages of material as an economy measure, the Post Office would not give it a special rate for bulk deals, but said that the normal parcel tariff must apply.

The University found that the cost of sending parcels by air was £1.50 a pound, compared with £0.50 by road.

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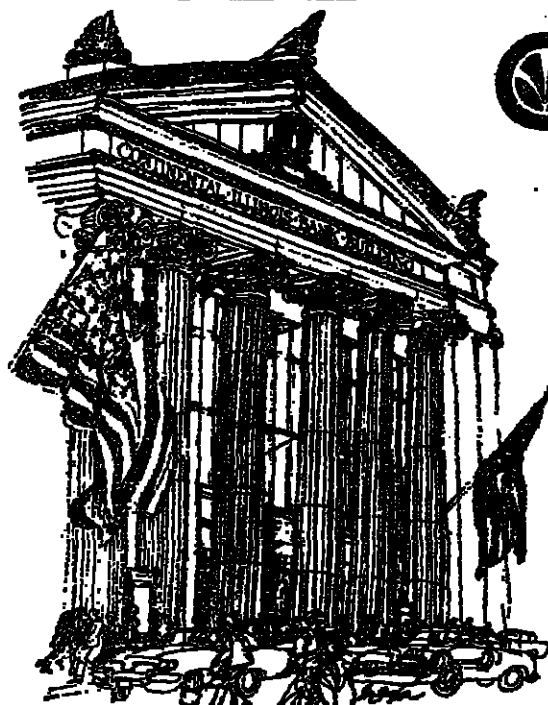
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## CONTINENTAL ILLINOIS CORPORATION AND SUBSIDIARIES

### CONTINENTAL BANK

231 SOUTH LA SALLE STREET, CHICAGO, ILLINOIS 60602

Last year was outstanding for Continental Illinois Corporation. Earnings before security transactions in 1975 were a record \$118,997,000, a 24.1 per cent increase over our 1974 earnings of \$95,908,000, representing a five-year compound growth rate of 12.5 per cent. Per-share earnings before security transactions were \$6.84, compared with \$5.53 per share a year ago.

In a year characterized by many economic difficulties, these annual earnings were achieved through consistently strong quarterly performances, including the fourth quarter, during which earnings before security transactions were \$30,110,000 or 10.8 per cent above the record-high fourth quarter of 1974.

Net charge-offs for all of 1975 amounted to \$68.9 million, and as of year end, all known loan losses had been charged off. Our reserve for loan losses is one of the strongest in the United States.

Our 1975 annual report to shareholders will be available shortly. If you would like to have a copy, please contact your nearest Continental Bank office or our Corporate Secretary in Chicago.

*Roger E. Anderson*  
Roger E. Anderson  
Chairman of the Board of Directors

*John H. Perkins*  
John H. Perkins  
President

### Consolidated Statement of Condition/DECEMBER 31

(in thousands)

1975 1974

#### ASSETS

CASH AND DUE FROM BANKS \$ 1,761,488 \$ 1,905,849

FUNDS SOLD \$ 3,235,981 \$ 2,151,719

#### INVESTMENT SECURITIES:

U.S. Treasury and Federal Agency Securities \$ 782,847 \$ 782,309

State, County and Municipal Securities 1,289,361 765,512

Other Securities 219,136 226,624

Total Investment Securities \$ 2,281,344 \$ 1,774,445

#### TRADING ACCOUNT SECURITIES

\$ 205,925 \$ 358,048

#### LOANS:

Domestic \$ 4,494,343 \$ 10,047,666

Overseas 2,750,076 2,607,592

Total Loans \$ 12,244,419 \$ 12,655,258

Less Valuation Reserve on Loans 161,890 157,978

Net Loans \$ 11,982,529 \$ 12,497,880

#### PREMISES AND EQUIPMENT

\$ 87,596 \$ 58,672

DIRECT EQUIPMENT LEASE FINANCING 123,770 102,819

CUSTOMERS' LIABILITY ON ACCEPTANCES 176,736 271,245

OTHER ASSETS 390,264 522,070

Total Assets \$ 20,225,633 \$ 19,640,747

#### LIABILITIES AND SHAREHOLDERS' EQUITY

##### DEPOSITS:

Head Office—Demand \$ 3,684,691 \$ 3,662,883

Savings 1,356,698 1,514,954

Other Time 4,321,405 4,574,775

Overseas Branches and Subsidiaries 5,938,481 5,715,562

Total Deposits \$ 15,300,275 \$ 15,468,174

##### FEDERAL FUNDS PURCHASED AND SECURITIES SOLD UNDER AGREEMENTS TO REPURCHASE

NOTES DUE 1979 (6%) 100,000 100,000

NOTES DUE 1989 (Variable Rate) 80,000 80,000

OTHER FUNDS BORROWED 313,159 457,403

ACCEPTANCES OUTSTANDING 177,268 272,013

OTHER LIABILITIES 494,900 544,029

Total Liabilities \$ 19,400,028 \$ 18,889,135

##### SHAREHOLDERS' EQUITY

PREFERRED STOCK—Without Par Value:

Authorized: 1975—10,000,000 shares

1974—2,000,000 shares

Series A \$0.03 Cumulative Convertible, \$0.50 Stated Value

Issued and Outstanding: 1975—272,000 shares

1974—372,000 shares

COMMON STOCK—\$10 Par Value:

Authorized: 1975—40,000,000 shares

1974—20,000,000 shares

Issued and Outstanding: 1975—17,393,715 shares

1974—17,366,320 shares

CAPITAL SURPLUS 173,937 173,683

RETAINED EARNINGS 428,737 425,281

222,795 152,472

Total Shareholders' Equity \$ 825,605 \$ 751,812

Total Liabilities and Shareholders' Equity \$ 20,225,633 \$ 19,640,747

### Income and Dividends per Share (15 YEARS)

1975 1974 1973 1972 1971

Income before Security Gains of Losses \$6.84 \$5.53 \$4.99 \$4.54 \$4.07

Net Income 5.49 5.51 4.94 4.55 4.11

Cash Dividend Declared 2.26 2.20 1.93 1.84 1.76

### Board of Directors

Continental Illinois Corporation

Continental Illinois National Bank and Trust Company of Chicago

ROGER E. ANDERSON

Chairman of the Board of Directors

JOHN H. PERKINS

President

JAMES F. BERÉ

Chairman and Chief Executive Officer, Borg-Warner Corporation

GORDON R. COREY

Vice Chairman, Commonwealth Edison Company

STEWART S. CORT

Formerly Chairman and Chief Executive Officer, Bethlehem Steel Corporation

TILDEN CUMMINGS

Formerly President

DONALD M. GRAHAM

Mayor, Brown & Platt

WILLIAM A. HEWITT

Chairman and Chief Executive Officer, Deere & Company

WILLIAM B. JOHNSON

Chairman and Chief Executive Officer, IC Industries, Inc.

WILLIAM G. KARNES

Chairman of the Board and Chief Executive Officer, Bearce Foods Company

JEWEL S. LAFONTANT

Attorney

ROBERT H. MALOTT

Chairman, President and Chief Executive Officer, FMC Corporation

MARVIN G. MITCHELL

Chairman and President, Chicago Bridge and Iron Company

KEITH R. POTTER

Executive Vice President, International Harvester Company

WILLIAM J. QUINN

Chairman of the Board and President, Chicago Milwaukee Corporation

ROBERT W. RENEKER

Chairman and Chief Executive Officer, Esmark, Inc.

MICHAEL TENENBAUM

President, Inland Steel Company

ARTHUR M. WOOD

Chairman of the Board and Chief Executive Officer, Sears, Roebuck and Co.

JOSEPH S. WRIGHT

Chairman of the Board and Chief Executive Officer, Zenith Radio Corporation

BLAINE J. YARRINGTON

Executive Vice President, Standard Oil Company (Indiana)

## Sugar workers in jobs fight

SUGAR WORKERS at Tate and Lyle, Lymington, are fighting to-day in protest against the threatened loss of their jobs in the autumn, because of enforced reduced imports of cane sugar.

Three options have been presented, discussions between the Agriculture Ministry, Tate and Lyle's, and Mambro and Garton, who own the Sankey refinery, Newton-le-Willows.

One calls for closure at Liverpool affecting 1,920 workers; the second would mean the closing of Sankey refinery, affecting 500. The third would involve closure of Sankey and one of two Scottish refineries employing about 1,500 people. Merseyside MPs are being lobbied.

SMALLER companies in plastics moulding and in mould-making should be encouraged to get together with others in their industries to create more viable units and stimulate investment, according to a report just published.</



## OVERSEAS NEWS

## New Nigerian head of state orders inquiry into coup

OUR OWN CORRESPONDENT

LAGOS, Feb. 15.

Gen. Obasanjo, new head of state, has ordered a full inquiry into Friday's abortive attempt in which his predecessor, General Murtala Muhammed, was killed. Gen. Obasanjo, a 39-year-old engineer, became prime minister following the overthrow of General Yakubu Gowon in a coup. He and the late Muhammed had been in the city with few or no guards—in sharp contrast to Gen. Gowon's ostentatious security.

Obasanjo said that he accepted office on the personal desire to continue to pursue the policies of his predecessor, General Muhammed.

## Kaunda sees war in Rhodesia as inevitable

Dr. Kenneth Kaunda, leadership from within the Black Africa's guerrilla movement must be moderate leaders, predicted a path before majority rule introduced in Rhodesia, "reports from Lusaka."

Rhodesia undoubtedly figured strongly in the discussions held a week ago in Quelimane, Zambia's recently invoked Mozambique between President Kaunda and Presidents Nyerere, Machel and Seretse Khama (of Botswana). It seems probable that at that meeting, the Tanzanian and Mozambican Presidents also attempted to persuade the Rhodesian Premier, Mr. Ian Smith, and Mr. Joshua Mplia as the legitimate Government in Rhodesia to recognize the Smith and Mr. Joshua Mplia as the legitimate Government in Rhodesia. Mr. Kaunda said that the Rhodesian Premier, Mr. Ian Smith, and Mr. Joshua Mplia as the legitimate Government in Rhodesia to recognize the Smith and Mr. Joshua Mplia as the legitimate Government in Rhodesia.

## EC to approve \$300m. loan to Ireland

AVID CURRY

BRUSSELS, Feb. 15.

EUROPEAN COUNCIL ministers met today to approve a \$300m. loan to Ireland. The loan is part of a larger Community fund. It is under a provisional arrangement for raising some \$1bn. The loan is part of a larger Community fund. It is under a provisional arrangement for raising some \$1bn. The loan is part of a larger Community fund. It is under a provisional arrangement for raising some \$1bn.

## Canada pay strike threat

JES SCOTT

TORONTO, Feb. 15.

NWIDE political strike ignored the AIB order and began today. The strike is a real possibility. On Friday he sued the company for \$25,000 and ordered it to pay to the Government the \$100,000 overpayment to the employees. The decision is a warning to other companies that they face stiff penalties and fines if they knowingly contravene AIB decisions.

## Ports key to Japan recovery

ER DUMINY

TOKYO, Feb. 15.

business recovery is quarter of 1975. There was virtually no further increase in industrial production, and for the first time ever in a post-recession situation, the ratio of producers' inventories to shipments started to rise again after having begun the decline which is normal in the recovery phase.

## Heavy Moroccan casualties in Sahara

RABAT, Feb. 15.

KING HASSAN II of Morocco tonight asked Algeria's President Houari Boumedienne either to declare war or to accept an internationally guaranteed peace in the Western Sahara.

His message followed further clashes in the disputed former Spanish territory. King Hassan said in his message that his forces at the Amgala oasis in Western Sahara had suffered heavy losses yesterday when attacked by Algerian troops backed by heavy weapons.

## Catholic rebels die in Saigon gunfight

SAIGON, Feb. 15.

TWO dissidents, one a woman, were killed and five others arrested here as security forces crushed an armed rebellion which an official announcement described as an American Central Intelligence Agency (CIA) sabotage plot.

A Press conference was held today that the incident occurred on Friday after a night-long siege of a Catholic church which had been turned into a rebel stronghold. One security officer died in the armed clash, at the Vinh Son church.

The report, the first reference to any rebellion since the revolutionary government took power last year, also admitted several earlier incidents in the capital.

The most serious, he said, occurred in Go Vap precinct, three miles north of Saigon, where grenades were thrown into the audience at an artistic performance last Christmas.

The Press conference was held today that the incident occurred on Friday after a night-long siege of a Catholic church which had been turned into a rebel stronghold. One security officer died in the armed clash, at the Vinh Son church.

The statement by the Saigon National Liberation Front and the city's Peoples Revolutionary Committee said: "The American Central Intelligence Agency (CIA) is involved in this political plot to sabotage the security of our people and of our country."

## THE LEBANESE AGREEMENT

## 'No victor, no vanquished'

BY HSAN HIJAZI

BEIRUT, Feb. 15.

LEBANESE leaders were today busy assessing the programme of reforms announced by President Suleiman Franjeh last night for ending the ten-month-old crisis here. Most of these leaders had decided to take a wait-and-see attitude, but criticism has already come from former Premier Saeb Salam, a prominent Sunni Moslem leader who declared his disapproval of putting in writing the assignment of the three top state posts to Christian and Moslems.

When the agreement was announced yesterday it promoted a display of unrestrained joy. Thousands of Lebanese on both sides of the confessional divide went into the streets to let off their guns. The firing began even before President Franjeh had finished his radio and television address. But this enthusiasm was apparently directed less at the contents of the Presidential declaration than at the signal that marked the official end of the civil war.

Under the 17-point programme announced by Mr. Franjeh (in which, for the first time, Lebanon was described as "an Arab state") the tradition of giving the presidency of the republic to a Maronite Catholic, the Premiership to a Sunni Moslem and the speakership of parliament to a Shia Moslem is to be preserved. In parliament, there is to be an equal distribution of seats between Moslems and Christians, to replace the 33-year-old formula of six-to-five seats in favour of the Christians.

Another significant point strengthened the powers of the Premier and made them independent from the President. The programme provided that the Premier will be elected by Parliament and not chosen by the President as is the case now.

In the civil service, the overall confessional distribution of posts is to be reduced so that only 140 top positions are distributed on religious lines. These are to be distributed equally between Moslems and Christians, the declaration said.

However the Moslems have gained new powers while the Christians, it is said, have lost some of their basic privileges. The new compromise heads off at least for the time being, the insistence by the left-wing for a complete change of the Lebanese system, though for how long remains to be seen.

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troop refugee camps but also severely restricted their movements elsewhere in Lebanon.

Observers said the sum total of the reforms is that they preserve the Lebanese status with some readjustments which uphold the Lebanese tradition of solving crises by compromise under the slogan "no victor and no vanquished."

However the Moslems have gained new powers while the Christians, it is said, have lost some of their basic privileges. The new compromise heads off at least for the time being, the insistence by the left-wing for a complete change of the Lebanese system, though for how long remains to be seen.

## Soft-line Israeli appointed

The Israeli Cabinet on Sunday approved the appointment of Prof. Shlomo Avineri as Director General of the Ministry for Foreign Affairs despite the opposition of various members of the Labour Party as well as of the coalition partner, the National Religious Party. L. Daniel reports from Tel Aviv. The opposition is based on Prof. Avineri's declared view that there is room for three states in the area of the original of the Cairo agreement "in letter and spirit."

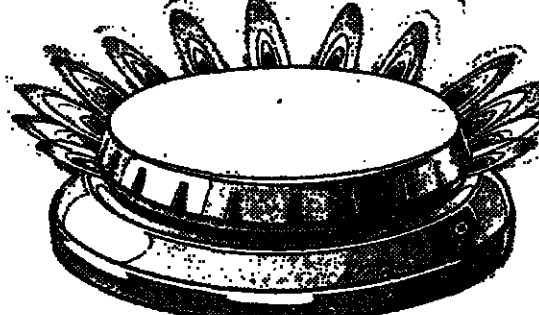
# Gas

## WHY IS IT SUCH GOOD VALUE FOR MONEY?

Gas is not cheap. Like other fuels, prices have had to be increased recently because of inflation. But because it does not have to be manufactured and needs a minimum of processing, and because it is highly efficient in distribution and use, natural gas still offers really excellent value for money. Which explains why over thirteen million customers have chosen it to heat their homes and cook their meals.

They have amply justified the gas industry's decision to push ahead with the largest and most complex conversion programme ever—anywhere in the world. So that, today, over 97 per cent of Britain's gas comes from the North Sea. Which has the added benefit of making us less dependent on imported oil—and saving hundreds of millions of pounds a year on the balance of payments.

All of which makes it one of Britain's most precious assets. So please use it carefully—it's much too good to waste.



## HOW YOU CAN SAVE GAS AND MONEY

- 1 Use your central heating time clock sensibly
- 2 Turn your thermostat down a degree or two
- 3 Turn off unnecessary radiators
- 4 Insulate your roof space and hot water system
- 5 Have your gas equipment properly maintained and serviced
- 6 Ask at your local showroom for further information about how to save gas—and save money



BRITISH GAS



# The Office World

Michael Dixon highlights a mistake made in reducing workforces

## A natural wastage trap

WHY WAS the company chairman applauded after telling his 2,000 employees that their numbers must be cut to 1,350 over the next four years? Because he had explained that nobody need be made redundant.

Although the top management had calculated that a one-third saving in manpower before 1980 was essential, it had also worked out that year after year a steady 9 per cent. of the employees left of their own accord. So with the aid of a very few voluntary early retirements, the chairman said, the company could achieve the reduction simply by halting recruitment and relying on natural wastage.

"You could understand them clapping," said Mr. Malcolm Bennisson, of the Institute of Manpower Studies. "Rumours are inevitable, and by the time the staff cuts were announced almost everyone would have worried himself into expecting the sack any day. At times like that, natural wastage is a beautiful idea: it means 'not now' and, above all, 'not me'."

"It's a beautiful idea for the top managers, too," the IMS manpower-planner went on. "It has allowed them to face up to their problem and find a way round it without hurting anyone. But the trouble is that it is a beauty which tends to be only skin deep, and by the time they've recognised that, the company stands to be in all sorts of trouble."

This is not to say that the managers exemplified here were mistaken in calculating their rate of employee turnover at about 9 per cent. Rates of that order are common. Take, for instance, the London clerical staff who make up one of the categories covered by the Institute of Manpower Studies' annual manpower survey. Among the 22,077 men, the latest figures show a turnover of 1,950—or 8.8 per cent. Among the 51,314 women, the wastage was 4,313—or 8.4 per cent. On the face of it, there was nothing unreasonable in our company chairman's calculating on an annual wastage of 9 per cent., which would reduce his workforce to about 1,820 by 1977, 1,655 by 1978, 1,505 by 1979, and 1,370 by 1980, leaving only 20 extra people to be "saved" over the period by way of voluntary retirement.

The pity is that this company, like many others particularly of medium and small size, has not bothered to work out its manpower statistics to a deeper level than the average figure. Had it done so, it would have



Mr. Malcolm Bennisson

man's promise and forcing some redundancies on people who by then, of course, will have been with the company at least three years. The beautiful idea of natural wastage has landed the managers with badder blood, greater expense, and more urgent problems than they would have had if they had originally looked into the manning position properly and done what was really needed.

"And there is no doubt that they could have gone beyond overall average figures for wastage," added Mr. Bennisson, who is on secondment to the Institute of Manpower Studies from ICI. "Even if they have got no details for their own workforce, they can work out a reasonably accurate idea from information published, for instance, in the IMS survey. Getting to grips with wastage rates is at the basis of manpower planning, and that is becoming more important every year, but it is my impression that the general run of managers has just become aware of how wastage works in practice."

### Shy away

He feels that where manning is concerned, managers tend to shy away from objective inquiry which might undermine their optimism. They prefer to base their estimates on the Micawberish attitude that something might turn up in the economic situation to assuage the forecast profitability problems.

For example, as a manpower-planner, Mr. Bennisson was some time ago asked to help a large organisation which had a definitely predictable need to reduce its workforce by 750 people over three years.

"Among the management," he said, "there was a 'Castor Oil' group which wanted to deal with this by making 500 redundant in the first year, and 125 in each of the other two. But this group was under heavy pressure from a 'Micawber' brigade who wanted 125 redundant in each of the first two years, if something good didn't turn up, the remaining 500 to go in the third year."

"So I sat down and did some calculating. Compared with the Castor Oil scheme, the Micawber plan would have cost the company an extra £1.75m. in salaries alone. That shows what—if you've got to make a profit—can happen if you let your heart rule your head in manpower matters."

### Compounded

Now, however, start the difficulties. Because recruitment was stopped, for the second year there are no employees in the high-wastage less-than-one-year group. And the past 18 months has also seen numbers of the various longer-established employees move along into the next length-of-service grouping. This process is, of course, further compounded in the third and fourth years.

As a result the company ends the second year with 1,691 employees instead of the budgeted 1,655; the third year with 1,581 instead of 1,505; and the fourth with 1,485 instead of the target 1,370.

In other words, they are about 8½ per cent. in excess of their manpower target," said Malcolm Bennisson cheerily. "And that, if they were right in predicting a need for a one-third cut by 1980, is going to mean going back on the chair-

seen that overall averages for employee wastage are worse than useless, because they are misleading.

Wastage rates vary with different sorts of workers. For instance, in one nationalised industry in 1974 non-graduate managerial staff showed a "half-life" (the age by which half of those initially recruited had left the concern) of 32, whereas graduate managerial staff showed a half-life of only 25. Wastage also varies with the industry's economic conditions: in 1972, a worse trading year, the same nationalised concern's graduate managers showed a half-life of 37. And—which is annual manpower survey, more important for the company in our example—wastage rates also vary with different lengths of service.

For the sake of simplicity, let us suppose that this company's wastage rates varied only with length of service. Let us also suppose that the make-up and wastage variances of its workforce were similar to those of the London clerical staff whose details are included in the IMS survey document. In this case, the company's position at the outset would be as follows:

No. of people	Wastage rate
350	17%
250	12%
350	9%
460	7%
320	5%
320	5%

It is in this position that the

## Reconstructing work-form

THERE ARE a number of good reasons why the pattern of work in offices needs to change. Briefly, these can be summarised as the demand by employees for more information and participation, the urge to express themselves at work, changing expectations of the incoming generation and, most immediately, the need to motivate staff.

Many people accept to-day that there is a need to restructure the way we work. Yet very few people are actually doing something about it. There is a curious immobility at both management and trade union level, even though they each recognise that the die is cast for change.

Another curious anomaly is that a new form of working—by forming small, autonomous groups to run departments—is gaining widespread credence in the U.S. and parts of Europe, leaving the U.K. lagging even though this concept was first conceived in Britain (by the Tavistock Institute during and immediately after the Second World War). To a right this anomaly and bridge the gap, some research has been done at our own Ashridge Management College, the results of which has just become available.

New management and unions may well respond by saying that the urgent challenge now is job protection and not job enrichment. But progressive minds will recognise that that is a shortsighted policy—any changes that may be brought about in any organisation in restructuring work requires years rather than months of preparation. So any initiative started now will probably bring its rewards in the next boom.

Most of the work carried out at Ashridge has been sponsored

by Olivetti, a company that has been in the forefront of change as in most Scandinavian countries. Mind you, as Mr. Hepworth's colleague, Michael Osbaldeston, points out, we are not that far behind the Continent which is still at the thinking and planning stages—their joint researchers could only gather some 25 case studies of work reorganisation in the white-collar sector in Europe.

Some 15 of these have been prepared for training and dissemination purposes, of which

In the first of a series of articles on white collar work reorganisation, Roy Levine looks at general attitudes and the work of Ashridge Management College.

their message that the U.K. only a handful are ready for needs to find its own brand of answers to work reorganisation rather than merely reproduced experiments conducted in a small organisation. Other case studies will follow on this page over the ensuing weeks.

Perhaps the most celebrated example in the U.K. is the South Eastern Electricity Board which has been well documented and needs no explanation here. There is certainly interest in the U.K. and it is hoped that the studies presented will spark off some action.

Ashridge is not the only organisation to initiate studies—the Work Research Unit at the Department of Employment has provided grants to nine other universities and research bodies totalling £207,000 to study the quality of working life in both the white-collar and blue-collar sectors. These grants are the result side.

of the initiative of the Steering Committee for the TUC, CBI and the Conservative government. But these studies several years before contribute to the information which unions can use. For the moment, at Ashridge, it may bear in mind the Dr. Bernard Barry, sees the research effort as at present a between the educational and the types of business can offer. new workers will participate and demand which can be met by creating groups.

In considering the situation, however, I should remember that the factor is only one of a number of factors: pay and environment, that to a happy and efficient team.

Perhaps it is to distill from the line once available in E generic lessons can be drawn from the have surfaced to date the creation of a groups often obsolescence of some functions; can have a serious on the wage system; requires to education to overcome attitudes; can lead to a production prospect. Finally, requires a that has emerged rather than an imposed. Most of these facts lighted in the case side.

## The secretarial chefs

BY EVE MACPHERSON

A WIFE who could cook used to be considered a prerequisite for any successful businessman. Nowadays a secretary who can cook can be even more of an asset. For the smaller company, particularly which cannot justify a directors' dining room and which finds taking clients out to lunch too much of a financial strain, a versatile executive secretary who can swap her shorthand notebook for a recipe book when the occasion demands is becoming more and more of a realistic proposition.

Of course, there are many secretaries who would claim—justifiably—that "it's not my job to be chief cook and bottle-washer." But not all secretaries fall into that category; just as many more are beginning to appreciate the break in routine, the additional interest, even the added status, that whipping up a simple soume or a good-looking buffet for 12 affords them.

For the executive who entertains on his own premises there are a number of directors' dining room caterers who will prepare, deliver and serve (or cook on the spot) hot or cold buffet or formal lunches. That way, everything from the table-laying to the washing up is taken care of by experts, but at a price: a reasonable lunch is likely to cost in the region of £3 a head. In some cases a sounder investment could be to spend between £20 and £75 on some cordon-bleu type training for a secretary already interested in cooking and well versed in the basics.

### Learning

Prue Leith, owner of Leith's restaurant in London, is also head of a director's dining room food service and of Leith's Cookery School. She can see most points of view and in general she believes most good secretaries would enjoy learning more about cookery and using their new-found skills at work.

"On our beginners' course we teach the confidence-building dishes: things like quiche lorraine and coq-au-vin and chocolate mousse that looks tremendous but are really very easy to cook. Although we call it a beginners' course we don't really get right down to basics, we assume a certain knowledge of how white sauce and things like that are made."

The classes are held on Tuesday or Thursday evenings and a course of five would cost £30, ten costing £50. "A company would soon recoup that kind of investment," Miss Leith explained. "Provided they used the girl's new skills. They would save a fortune, for instance, on having us deliver the food! A meal that would cost up to £3.50 a head from us, the secretary could probably cook for around £1 a head, since the company is already paying for her time anyway."

"Even if there are no facilities for cooking and she is expected to lay out just a cold buffet, remember that it is difficult to present food well unless you know how to cook it. Even

spread from Fortnum's can look dull unless it's presented well, and that takes understanding."

Wendy Majerowicz, principal of the Tante Marie Cookery School at Woking, takes the "secretary to cook" idea even further. "In an ideal world," she maintains, "a secretary should take a cordon bleu diploma before her secretarial certificate (not the 'other way round'). Otherwise we have special courses here that would certainly help the girl required to do the occasional Boardroom lunch."

At Tante Marie there is a choice of part-time courses, ranging from half a day a week for six weeks to full five-day "Gourmet" courses.

Secretaries' own attitudes to learning to cook for the company do vary, but in general those who enjoy cooking seem happy to turn their skill to good use, always provided it does not interfere with their day-to-day work schedule.

Kay Chapman is secretary/public relations consultant and prepares lunch for two or three people in the office every six to eight weeks or so.

"Nothing too ambitious," she adds. "Maybe a pate and coq-au-vin or a cold spread in the summer. But I do quite enjoy it as a break from routine—and you do have to be very versatile in this job! I think it would be an advantage for executive secretaries to have some cookery training; I'd certainly enjoy being sent on a course."

Among those secretaries who don't cook as part of their job, there are some who would enjoy the additional duty. Pat Taylor, executive secretary to a Surrey firm of chartered accountants, is one.

"I would be delighted to prepare lunch and act as hostess. I would very much like to go on an advanced cookery course, good use, always provided it does not interfere with their day-to-day work schedule."

"The only provision, though, is the very happy to cook the lunch, then to be as hostess—I'd be happy if I just had then be banished room!"

The head of the Cookery School in agreed soundly with a secretary cooking couldn't cook for room after twelve e said Miss Molly. "Much better to enhance cook and lea professionals. Af would be just like a bit of typing with now and again, wou

Nevertheless, "m the cook" is a cur life in British board likely to remain so. Leith put it: "Most anybody doing something diff change. And if s enough to be your then she is nice enou her hand to somethi

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**J. S. Swallow**, deputy chair-  
man of the **COURAGE**, is retiring from  
that position. **P. Banbury** who has relinquished  
that position.

**Mr. William H. Manroff**, a vice-  
president in **CHEMICAL BANK**  
**LONDON**, will assume responsi-  
bility later this month in Sao  
Paulo for all **Chemical Bank's**  
business in **Brazil**, including its

the London offices.

Mr. Emmanuel J. Olympiitis has joined Bankers Trust International as a manager in the international project finance and loan syndication group in London. He will assist Mr. Robert R. Tarter.

R. G. Aikens (East Anglia). Mr. C. G. Clay (Yorkshire and Humberside). Mr. R. Gunn (West Midlands). Mr. V. Larvan (North West). Mr. J. V. Naughtley (South West) and Col. J. L. Sanderson (North East).

February 16, 1976

February 16, 1976

**We reply immediately!**



## HOME NEWS

## CBI likely to urge big tax changes in Budget

BY ADRIAN HAMILTON

THE CONFEDERATION of British Industry is likely to urge Mr. Healey, Chancellor of the Exchequer, to make substantial changes in corporation tax and the higher reaches of income-tax in its representations on the Budget.

The cost of its planned changes, which it estimates could amount to over £800m. in a full year, could it thinks, be met by raising the standard rate of VAT to 10 per cent.

The CBI is also anxious that the next Budget should not include any relaxation of the economy, although it is prepared to see some action to raise consumer demand in the summer should this be necessary.

Its thinking is contained in a confidential paper from the economic policy committee to be presented to this full meeting of the CBI council on Wednesday.

It will be several weeks before the CBI formally makes its Budget representations to the Chancellor and the ideas of the Confederation's economic staff are still provisional.

But the broad outlines of its thinking are becoming clear from its interpretation of the economic situation in the country.

Convinced that manufacturing industry is at last beginning to turn the corner of the recession, but cautious in its view of the speed of the upturn, the CBI is primarily anxious that nothing should be done to upset the progress made in reducing inflation and wage increases.

Its main aim in talks with Mr. Healey, therefore, will be directed to ensuring that the pay policy is continued and tightened after August and that nothing is done at this stage to stimulate consumer demand.

Although Mr. Healey is hoping that the outlines of the next phase of the counter-inflation policy can be agreed with unions and employers before the Budget to enable him to build his Budget policy on this assurance—the CBI still feels that nothing should be done until the picture becomes clear next summer.

When the next phase does be-

come clear, then it accepts that there may be some need to review the situation and possibly take action to help stimulate the revival.

In the meantime, it argues strongly that the Government should concentrate on freeing resources for industrial investment and reducing the burden of direct taxation on the higher paid—a move requiring a substantial cut in the public expenditure programmes.

The kinds of physical action it would like to see in order to achieve this would include:

Steps to bring forward industrial investment, including making taxation capital allowances available for offsetting against advance corporation tax;

Improvement in company profitability by an ending of the Price Code, a reduction of the level of corporation tax, abolition of Stamp Duty on loan stock issues, phasing out dividend control and an improvement in the stock relief system;

Assisting smaller firms by reducing capital taxation and indexing the capital gains tax;

Relieving the burden of tax on management;

Abolishing the higher rate of VAT and compensating for this by increasing the standard rate, possibly to 10 per cent.

As costed out by the CBI economic staff, the most important moves would be the reduction of corporation tax to 45 per cent (which might cost the Treasury about £250m. a year); abolition of the higher rate of VAT except for petrol (costing some £300m.); and indexation of capital gains tax (which must cost £150m.).

During a full year, this would be more than compensated for by raising VAT to 10 per cent.

In the immediate financial year, 1976-77, the cost to the Treasury might be over £400m. because of the effect of the changes it proposes in advance corporation tax and the smaller impact of raising VAT.

The proposal has still to be approved by the Council, which is hardly likely to quarrel with lower taxation, but may not like the raising of VAT.

On the whole, the broad trend of the CBI thinking agrees with the Treasury view that resources ought to be freed for manufacturing investment and that taxation on the higher paid should be reduced.

But again the question of raising VAT might arouse serious problems with the unions because of its impact on the cost of living.

## Fashion exhibition site starts row

BY RHYS DAVID, TEXTILES CORRESPONDENT

A SPLIT has developed in Britain's fashion trade over the decision last month by the Clothing Export Council to move the industry's premier show, the international fashion fair, from London to the new National Exhibition Centre at Meriden, near Birmingham.

The decision, which was taken because of dissatisfaction with the facilities available in London in recent years, has led to the formation of a breakaway group of London-based fashion concerns, who are now proposing to hold a rival show at Earls Court.

early in April at the same time as the Birmingham exhibition. The move to Birmingham was made because it was felt foreign visitors in particular had not been seeing U.K. merchandise to its best effect at previous shows at Earls Court in London, and last year at the Biha premises in Kensington, London.

Now the trade has apparently split into two camps, reflecting on the one hand those who say they will never leave London, and on the other, those who say they will never go back to Earls Court.

## Charter of Human Rights is urged

By Richard Evans, Lobby Correspondent

THE creation of a comprehensive Charter of Human Rights to give citizens the means to seek legal remedies against official injustice is endorsed in a Labour Party discussion document.

The proposal is put forward by a party committee which includes Mrs. Shirley Williams, Prices and Consumer Affairs Secretary as chairman, Mr. Sam Silkin, Attorney General, and Mr. Peter Archer, QC, Solicitor General.

It also has the backing of the predominantly Left-wing Home Policy Committee under Mr. Anthony Wedgwood Benn and stands an excellent chance of becoming party policy.

The Charter would give people the right to take public officials to court to justify their actions if these were held to contravene the Charter, which would be based on the safeguards in the European Convention on Human Rights.

Other Home News on Pages 20, 25

But instead of having to go to the European Court at Strasbourg an aggrieved party would be able to seek redress in Britain.

"It is time for the scales to be tipped back in favour of the ordinary man," the panel let says. Present institutions did not make it easy for a citizen with a grievance to succeed in obtaining a remedy.

Mrs. Williams claimed at the launching of the document in London on Saturday that the Labour Party's record in the field of human rights had been the best of all main parties since the beginning of the century.

"We hope it will infuse into the courts and be taken into account in court decisions," she said.

## Employment levels too high shipbuilding chief says

BY JOHN WYLES, SHIPPING CORRESPONDENT

A BLUNT warning to the Government that there will be no commercial basis for maintaining employment levels in the shipbuilding industry after its nationalisation this year was given yesterday by Mr. J. Graham Day, chief executive designate of British Shipbuilders, the State corporation which will run the industry.

His gloomy view of future prospects for the industry's 80,000 workers came on the eve of crucial talks on the future of the financially troubled Maritime Freight Council, the company accounts for 35 per cent of the tonnage on order from British shipyards, and its new management will start talks in London today with leading banks on a possible rescue operation.

The MFC crisis was only touched upon by Mr. Day in a television interview yesterday which featured the first public warning he has made of the difficulties facing shipbuilding since he was appointed two months ago.

Mr. Day said in a radio interview that the industry's shortage of business, which is part of a worldwide problem, meant "we have to shelter as quickly as

possible to avoid the maximum disruption of employment.

"The commercial aspects have yet to be defined, but it is the intention to keep the industry at its present level, there will clearly have to be some social decisions taken by the Government."

Mr. Day wants responsibility for any "social policies, pursued by British Shipbuilders to be with the Government."

He favoured a mixture of solutions to deal with Britain's shipbuilding crisis, and this might well mean direct Government aid, possibly involving building ships for stock, for yards which the Government may decide must be kept open for social reasons.

The likelihood that the Government will have to take some difficult decisions on shipbuilding before the year is out has been strengthened by the MFC crisis, when the group defaulted on \$23.5m. out of total debts of \$38.5m. The company is expected to present to its banks this week details of new financial control arrangements proposed by City Accountants' Price Waterhouse.

Informal discussions have already taken place with the banks, and the company's problem, after detailed discussions this week, the banks are likely to take some time to work out the precise nature of a rescue operation.

Those involved include Bankers Trust International, Marine Midland of New York, and First National Bank of Boston.

In the meantime, MFC looks likely to try to ease its liquidity crisis by trying to sell part of its profitable fleet of 40 refrigerated vessels, all on charter to Salen, the Swedish shipowner.

This week's talks will be closely watched by the Government, which is aware of the potentially serious effects on shipbuilding jobs of MFC's abandoning its British commitments.

Options on nine of an original batch of 13 tankers to be built at Swan Hunter have been cancelled by MFC's 75 per cent owned subsidiary Swan Maritime.

Other ships due to be built to MFC's account are three large tankers by Harland and Wolff and two tankers at Scott Lithgow. Lithgow's have already started building the first of these ships and Harland and Wolff have planned to lay its keels for MFC at the beginning of next year.

## Save an Prosper may go public

By Stewart Fleming

THE SHAREHOLDERS of Prosper Group, largest unit trust company, controlling about £700m., have a decision about the public flotation of the company in the autumn.

No decision has been made ahead with the company much will depend on the results of the market conditions in the autumn.

The company is a general fund, Baring Brothers, the bankers, and Robert and Company each own a share of the equity of Atlantic Assets Trust, managed by Sime, also has a stake.

In its accounts to year-end Atlantic Assets of £3.8m. on its 25 making it the company's single investment in Brothers International excluded.

Difficult year

Mr. J. V. Sheffield of Atlantic Assets, in review last October 4 year as "probably the worst year in the past decade."

He announced the results of the company's annual general meeting in Haw Par, a balance-sheet date accounted for about of the company's net of £17m.

Among the factors decision to float Save will be the impact of the financial year September 30—which will be satisfactory.

A flotation, among other things, would make the shares more marketable and change likely to be a shareholder wishing a disproportionate share of the company's net of £17m.

The other shareholders are: Baring Brothers, 11.7 per cent; Assurance, 5.6 per cent; executive directors, 3.2 per cent.

On industrial democracy, the council said "recent instances of attempts to interfere with the Editor's discretion in the publication of material cause the Council to view with disquiet any proposal for worker participation in editorial functions."

Editorial independence and integrity could not be expected to survive submission to an industrial committee of employees, who "may understandably be concerned with very different issues from those which should properly influence editorial decisions."

NUBE dr foreign ba

THE National Union Employees is stepping up its campaign to get recognition from the staff of foreign banks in Britain. It is Mr. Steve Gamble, as its chief negotiator. The union claims to have rights in 19 for fluence editorial decisions."

already.

## Can you afford to stay put when prices are on the move?

A cost-efficiency quiz for modern business

Assess your ability to cope with inflation in a nil-growth economy by answering the following questionnaire. Then tot up your rating on the score panel below.

1 How far are you from Motorway access?  
A Under 1 mile B Between 1 and 5 miles C Over 5 miles.



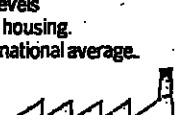
6 Is housing of the right type and price available locally for all personnel—from top executives to casual labour?  
A Housing scarce and dear for most levels B Difficulty in obtaining top executive housing C No problem—and prices match the national average.



2 How many minutes are you away from an International Airport putting you in daily touch (passenger and freight) with Europe and America?  
A Less than 20 minutes B 20 to 45 minutes C More than 45 minutes.



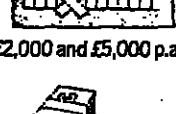
7 How much do you pay to repair and maintain your factory per 10,000 sq. ft?  
A Less than £2,000 p.a. B Between £2,000 and £5,000 p.a. C £5,000 p.a. or more.



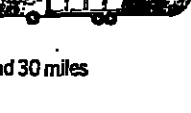
3 How far are you from a container port with transatlantic and continental services?  
A Less than 15 miles B Between 15 and 30 miles C Over 30 miles.



8 What is your cash outflow in rates?  
A Less than 40p per sq. ft. p.a. B Between 40p and 80p per sq. ft. p.a. C Over 80p per sq. ft. p.a.



4 What is the predominant category in the local workforce from which you recruit?  
A Skilled craftsmen and foremen B Semi-skilled men C Unskilled and casual labour.



9 How much are you paying per square foot for office space?  
A Less than £2.50 p.a. B Between £2.50 and £7.50 p.a. C Above £7.50 p.a.



5 Do you have to pay any above-average premium or weighting to recruit and retain personnel?  
A Yes—London weighting B Yes—because of scarcity in skilled categories C No.



10 How much are you paying per square foot for factory space?  
A £1 p.a. or less B Between £1 and £2 p.a. C More than £2 p.a.



## Check your survival rating

Tot up your total score from the following table.

	A	B	C
1	4	3	1
2	4	1	0
3	4	2	1
4	0	1	3
5	0	2	3
6	0	2	0
7	3	2	1
8	3	4	0
9	5	4	0
10	5	3	1

## Scores of less than 20

You are paying well over the odds on a number of heads, which must be impairing your competitive edge. Relocation to Warrington New Town would bring you substantial cost reductions. Specifically, relocation in Warrington will provide you with superior communications with most markets, home and overseas, together with a sophisticated labour force and all the industrial and commercial services you need. All other amenities—housing, culture, environment—can match or surpass those enjoyed by any business or industry in Britain.

## Scores of 20-32

You are less than ideally placed and should consider the economies you could make by moving to Warrington New Town. Bear in mind there are now Removal Grants for service industries and assistance with training and recruitment for any type of enterprise.

## Scores of 33-39

You must be in Warrington already, since you are exceptionally well-placed to withstand the rigours of the present situation.

## Check your figures against ours

Let us discuss in confidence ways in which your operating costs can be cut by moving to Warrington New Town. Even if you cannot answer parts of the questionnaire or find the questions unrelated to your business survival problems, we may still be able to help you. There is no obligation.

Contact: Brian Standivan, Chief Estates Officer, or Peter Sandey, Warrington New Town Development Corporation, FREEPOST Warrington WA 377. Telephone: Warrington (0925) 36551. Telex: 627225.

## Crossover at Warrington



## Businessman's Diary

## U.K. TRADE FAIRS AND EXHIBITIONS

Date	Title	Venue
Current	Blackpool Gifts Fair (cl. Feb. 19)	Winter Gardens
Current	Welsh Gift Fair (cl. Feb. 19)	Sophia Gardens, Cardiff
Feb. 17-19	Brit. Growers Look Ahead: NFU Exbn./Conf.	Harrogate Exbn. Centre
Feb. 24-26	London Smallwares Trade Fair	Berners Hotel, W.1
Feb. 24-26	Automatic Laboratory Techniques Exhibition	West Centre Hotel, S.W.6
Feb. 24-26	National Stamp Exhibition	New Horticultural Hall
Feb. 25-26	Ideal Homes Exhibition	Market Hall, Cardiff
Feb. 26-Mar. 7	Boat Show '76	Belle Vue, Manchester
Mar. 1-4	International Men's and Boys' Wear Exhibition	Earls Court
Mar. 2-4	Italian Knitwear Exhibition	Italian Trade Centre, W.1
Mar. 8-11	Electro-Optics Exhibition	Metropole Hotel, Brighton
Mar. 9-20	Chester Antiques Fair	Town Hall
Mar. 18-19	National Carpet Fair	Winter Gardens, Blackpool
Mar. 18-19	Furniture Production Exhibition	Nat. Exbn. Centre, B'ham
Mar. 18-19	Process Control Instrumentation Exhibition	U.S. Trade Centre, W.1
Mar. 18-19	Solid State Public Address Equipment Exbn.	Bignamby Centre Htl., W.C.1
Mar. 18-25	Euro Arts and Crafts Exhibition	Kelvin Hall, Glasgow
Mar. 18-25	Euro Arts and Crafts Exhibition	Bingley Hall, Birmingham

## OVERSEAS TRADE FAIRS AND EXHIBITIONS

Current	International Toys Exhibition (cl. Feb. 20)	Paris
To-day	International Hardware Fair (cl. Feb. 19)	Cologne
To-day	Intl. Leather and Footwear Week (cl. Feb. 20)	Zagreb
Feb. 17-20	Offshore South East Asia Exhibition	Singapore
Feb. 18-26	International Food Fair	Brno, Czechoslovakia
Feb. 20-29	Building Exhibition	Brussels
Feb. 21-25	Design Engineering Exhibition	Dusseldorf
Feb. 21-25	Motor Show	Chicago
Feb. 22-25	American Toy Fair	New York
Feb. 22-26	International Spring Fair	Frankfurt
Feb. 22-27	Spring Gift, Jewellery and Housewares Show	Dallas
Feb. 23-Mar. 4	International Mechanical Handling Exhibition	Basle
Feb. 27-Mar. 7	International Boat Show	Stockholm
Feb. 28-Mar. 7	International Tourism-Exchange Exhibition	Paris
Feb. 28-Mar. 14	Ideal Home Exhibition	New York
Feb. 28-Mar. 3	European Fashion Fair	Geneva
Mar. 11-21	International Motor Show	Vernon
Mar. 12-19	Intl. Agricultural and Animal Farming Fair	Brussels
Mar. 13-21	International Bank Fair	Madrid
Mar. 14-21	International Spring Fair	Reykjavik
Mar. 15-20	Spring Clothing Fair	Reykjavik
Mar. 18-21	International Fashion Fair	Copenhagen
Mar. 19-22	LAVASTIR '76	Milan

## BUSINESS AND MANAGEMENT CONFERENCES

Feb. 17-18	Financial Times, Chamber of Commerce and Industry, Kuwait, Fairplay International Shipping Weekly: Arab Shipping and Trade	Chamber of Commerce and Industry, Kuwait
Feb. 17-20	Petroleum News: Offshore South East Asia	Singapore
Feb. 18	A.M.R.: Selling to the Arabian Peninsula	Grand Hotel, Bristol
Feb. 18-20	Frank Jenkins: Effective Publicity Writing	Connaught Rooms, W.C.2
Feb. 22-Mar. 6	W. D. Scott: Organisation and Methods	Kyor Hall, Conkham, Berks.
Feb. 24	E.B.I.: Prospects for Medium-Term Borrowing	Cafe Royal, W.1
Feb. 24-25	ESCCBI: Product Liability/Fair Trading Now	Finch Hotel, W.1
Feb. 24-26	Coll. Dist. Trades: The Financial Module	30, Leicester Square, W.C.2
Feb. 24-26	Dept. of Ind. Maintenance Engineering	Royal Lancaster Hotel, W.2
Feb. 25	Imperial College of Science: Venture Capital	Imperial College, S.W.7
Feb. 25	Inst. of Fuel: Growing Energy	Royal Hotel, Southampton
Feb. 25	RCEMA: Profit from Plant Performance	Cafe Royal, W.1
Feb. 26-27	Fire Protection Association National Conference	Excelsior Hotel, Heathrow
Feb. 27	Inv. and Prop. Studies: Development Land Tax	Royal Lancaster Hotel, W.2
Mar. 1-4	ORC (U.K.): Paying People Abroad	Carlton Tower Hotel, S.W.1
Mar. 1-5	RACIE: Training for the Office	Training Centre, W.1
Mar. 3	Decimus: Communications: Crisis in Industry	Quasino's, Bury St. S.W.1
Mar. 3-4	Financial Times and Investors Chronicle: The City in National and International Finance	Royal Lancaster Hotel, W.2
Mar. 3-5	Urick Man. Centre: Conditions of Contract	Shenel, Bucks.
Mar. 4	Trent Polytechnic: Crisis Management 1976	Norwell, Sandiacre, Notts.
Mar. 4	Sussex Univ.: Crisis in 'Central Planning'	Leigham
Mar. 8-12	Konner-Trepp: Decision Mkg. for Senior Man.	Int. Airport Hotel, Dublin
Mar. 8-12	P.E. Comm. Gm.: Planning and Control of Production	Training Centre, Exham
Mar. 8-19	Bradford University: Personnel Policy	Heaton Mount, Bradford
Mar. 9-10	Royal Univ.: Employee Surveys	Hybridge, Middlesex
Mar. 10-11	Financial Times, Varig Brazilian Airlines, Investors Chronicle: Business with Brazil	Intercontinental Hotel, Rio de Janeiro
Mar. 11	Fielden House: Dismals—Fair or Unfair?	Bury
Mar. 12	Focus Research: Foreign Investment in Venezuela	Waldorf Hotel, W.C.2
Mar. 12-15	Man. Studies: Managing the Smaller Company	St. Peter Port, Guernsey
Mar. 15-16	Food Manufacturers' Federation Conference	Grosvenor House Hotel, W.1
Mar. 17-18	Financial Times: Industrial Relations in 1976	Royal Lancaster Hotel, W.2
Mar. 18	WTI: Trading Opportunities in EEC and EFTA	World Trade Centre, E.1

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Ausstellungszentrum Roudungelaende, Vienna 2	
WDW International	4-6 April
Vienna ladies' fashion week	
Ausstellungszentrum Messeplatz, Vienna 7	
fabo '76	18-22 May
International office organization exhibition	
Ausstellungszentrum Roudungelaende, Vienna 2	



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## OVERSEAS CONSTRUCTION

The Financial Times proposes to publish a key on Overseas Construction. The provisional serial synopsis and date are set out below.

Tuesday 24th March 1976

### INTRODUCTION

### OVERSEAS CONTRACTS

### THE PROFESSIONS

### FINANCE FOR THE CONTRACTOR

### PROJECT MANAGEMENT

### THE CHALLENGE OF THE OIL-RICH STATES

### THE BRITISH PROPERTY DEVELOPER

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would point out that the contents and date of Survey are subject to complete editorial action.

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## LABOUR NEWS

### ACAS unfair to us, say company unions

By LORELES OLSLAGER, LABOUR STAFF

THE CONFEDERATION of Employers' Associations (CEA) has expressed doubts about the impartiality of the Advisory Conciliation and Arbitration Service in carrying out its new tasks under the Employment Protection Act.

After several exchanges with ACAS Mr. Paul Nicholson, the confederation's general secretary, has written to Mr. Michael Foot, Secretary of State for Employment, asking for help.

Mr. Nicholson says that ACAS will be biased in favour of TUC-affiliated unions in any recognition dispute referred to it under the Employment Protection Act.

He released over the weekend an exchange of letters between himself and Mr. Jim Mortimer, the chairman of ACAS, in which he made the point that all trade union members of the ACAS Council are TUC nominees.

"There is, therefore, an in-built bias against bona fide, independent, non-affiliated trade unions on the ACAS Council,"

Mr. Nicholson takes particular exception to an internal ACAS memorandum instructing officials how they should behave if asked for help and advice by companies who want to set up staff associations.

The memorandum says ACAS officials should confine themselves to pointing out that any staff association must be certified as an independent trade union before it can benefit from many important provisions of the Act.

In addition, they should point out "the difficulties which could arise should a firm be subsequently faced with a claim for recognition by an independent trade union."

The memorandum adds that ACAS officials "should not become involved in giving advice on how staff associations should be set up."

Mr. Nicholson objects to a remark by Mr. Mortimer that he would regard it as "consistent with good industrial relations" to encourage non-TUC unions "to observe good trade union practice in their relations with other unions."

Mr. Mortimer then referred to the TUC's Bridlington Agreement, designed to prevent "poaching" of members of one union by another.

In his letter to Mr. Mortimer, Mr. Nicholson said that neither his confederation nor any of its members were parties to the Bridlington Agreement.

In this letter to Mr. Foot he said: "We would be grateful for any actions you can take to assist us in obtaining an assurance from the Council of ACAS that it will act independently in any inquiry."

Mr. Nicholson also asked the government to ensure that any federation of unions or employers to which we do not subscribe.

### NUT move to fight jobs threat

By Our Labour Staff

LEADERS OF the National Union of Teachers are asking their members to endorse a series of steps designed to fight the "twin scandals" of teacher unemployment and oversized classes.

A policy document drawn up by the national executive for discussion at the union's annual conference in Scarborough at Easter says that "for the first time in over 30 years, there is a real danger that teachers who have given sterling service to schools will be sacked."

The executive recommends that the 219,000-strong union should express "complete opposition to the compulsory transfer of teachers if attempts were made to reduce staffing levels."

In addition, the executive recommends continuation and if necessary extension of the union's policy that members should refuse to cover for colleagues absent for more than three days. Strike decisions are to be reserved for the NUT action committee.

Mr. Fred Jarvis, the union's general secretary, warned yesterday that sanctions would be imposed in Surrey and Leicestershire if planned cuts in education went ahead. The sanctions would take the form of refusal to cover for absent teachers.

The executive is also asking the conference to endorse a policy for next year's round of pay negotiations under which the union would seek to maintain and if possible improve members' living standards, while seeking comparability of pay with similar professions.

The executive stressed the need for continuing efforts to secure a salary level equivalent to male average earnings for all teachers with at least five years' service. According to the union, the present minimum salary for teachers in their fifth year of service is £2,655 a year, compared with average male earnings of £3,161 a year.

The £3,000-strong National Association of Teachers in Further and Higher Education has decided to press for pay increases of £312 per annum for all members earning less than £8,500 a year.

It will also seek an agreement to pay its teachers to teach for earnings above £8,500 as soon as incomes policy permits.

### Scunthorpe steel protest after shift economies

SOME engineering workers at the British Steel Corporation's Appleby Frodingham plant

stopped work yesterday to protest against the management's decision to suspend employment of some of their colleagues on Sunday shifts which attract extra pay.

The Appleby Frodingham plant,

part of the Scunthorpe complex, is the only plant where BSC has encountered industrial action over its attempt to reduce weekend working in the wake of its framework agreement on labour economies concluded with national union leaders three weeks ago.

The protest stoppage yesterday was confined to members of the Amalgamated Union of Engineering Workers at several sections, the Corporation said. Other craftsmen had accepted the proposed changes in Sunday working and production had not been affected.

Since the national agreement was signed, BSC has generally preferred not to introduce changes in week-end working before it has reached agreement with the unions locally. Attempts early last month to introduce changes unilaterally led to widespread strikes in South Wales.

### Environment planning for airports call

By Michael Donne

THE URGENT NEED for a national airports policy, taking into account environmental as well as economic criteria, is emphasised in a statement today by the Council for the Protection of Rural England.

The economic recession, with consequent slackening in air travel demand, gives a unique opportunity to reassess airport policies, the Council says, and any policy should take into account environmental considerations.

Airports should be excluded from areas of high landscape, agricultural and ecological value. Developments should be limited in size and site to what was acceptable on environmental and planning grounds in the area concerned.

Existing airports should be used to such capacity as was compatible with these environmental and planning restraints, before new airports were considered.

Policy decisions have led to unco-ordinated development, with ad hoc decisions being taken as problems arose. They have resulted in airport facilities being provided on an excessive scale and in the wrong place, with consequent misuse of resources, despoliation of the countryside and, in particular, suffering from noise.

The virtually unrestrained competition between airport management bodies to secure a centralised development to ensure that development accords with planned national objectives which take all planning considerations into account.

"Until this is done no further airport expansion should be permitted."

### Improvement in stainless steel sheet sales

A MARKED improvement in orders for stainless steel sheet and strip for both the British Steel Corporation and a leading private sector producer has brought a more optimistic feeling in Sheffield about the future of the industry.

Stainless flat products were one of the first steel area to be hit by the sharp fall in orders in autumn, 1974, and have been one of the areas worst-hit, partly because of their close relationship to the consumer market.

Non-BSC officials are cautiously confident that the worst of the slump is over and the orders climb has now started. Initial buying began to be noticeable before Christmas but the continued rise now suggests that this is more than mere re-stocking.

At the Corporation's Shephote Lane sheet mill orders have now climbed to above 85 per cent. of 1974 levels, when total demand was distorted by excessive stockpiling. Demand is expected to be at about 70 per cent. of 1974 levels by early summer.

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## USDAW move on 'special offers'

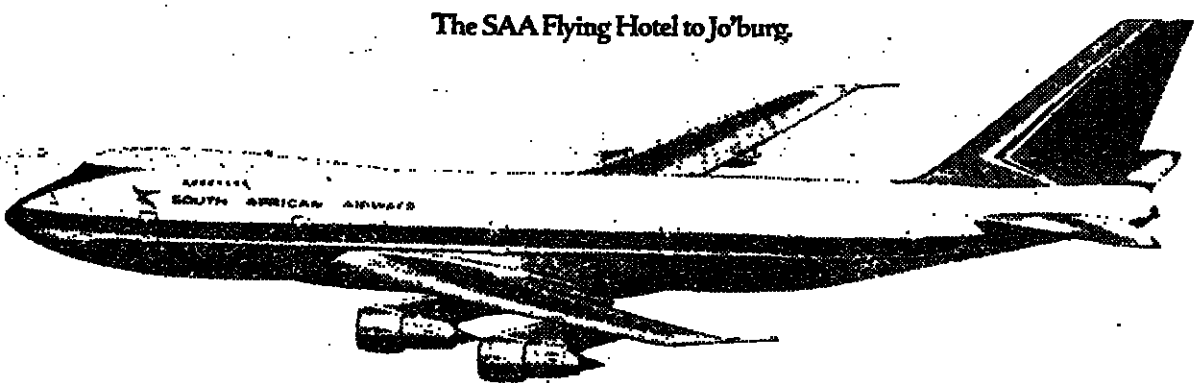
THE UNION of Shop, Distributive and Allied Workers has suggested to the Government that manufacturers should be obliged to print their "recommended selling price" on goods displayed in the shops so that customers know what to make of "special offers."

In a letter to Mrs. Shirley Williams, the Secretary of State for Prices and Consumer Protection, the union said the present custom of "flashbacks" - goods being sold at a price below the recommended price - was confusing for both consumers and shop staff.

USDAW's suggestions have been passed on to the Office of Fair Trading, which is considering the question of standardising price and other information at the point of sale.

store managers and staff, leading to prosecution and heavy fines. Mrs. Williams, according to the union, replied that she realised the situation is confusing for both consumers and shop staff. USDAW's suggestions have been passed on to the Office of Fair Trading, which is considering the question of standardising price and other information at the point of sale.

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Debtors specified above are to be redeemed for the said sinking fund at the Corporate Services Department of the Fiscal Agent, 111 Wall Street, in the Borough of Manhattan, The City of New York, State of New York, the main offices of First National City Bank, in Amsterdam, London, Paris, Frankfurt/Main or First National City Bank (Belgium) S.A., or at the main offices of Algemeene Bank Nederland N.V. in Amsterdam, Banque de Bruxelles in Brussels, Commerzbank Aktiengesellschaft in Düsseldorf, Deutsche Bank Aktiengesellschaft in Frankfurt/Main, Hambros Bank Limited and N. M. Rothschild & Sons in London, Banque de l'Industrie et du Commerce in Luxembourg, and any other bank or financial institution in the country of the debtor, and will become due and payable on March 15, 1976, at the redemption price of 100 per cent. of the principal amount thereof plus accrued interest on said principal amount to such date.

On and after such date, interest on the said Debentures will cease to accrue.

Said Debentures should be presented and surrendered at the offices set forth in the preceding paragraph on the said date with all interest coupons maturing subsequent to the redemption date.

Debtors mentioned Debentures are part of the \$2,200,000 March 15, 1976 Sinking Fund, \$312,000 net amount of said obligation having been derived by the Company to the Fiscal Agent in accordance with the terms of the Fiscal Agency Agreement.

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By FIRST NATIONAL CITY BANK, Fiscal Agent



## FINANCIAL TIMES REPORT

Monday February 16 1976

## LONDON HOTEL DEVELOPMENT

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DESIGN CONSULTANTS

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THE SUBSTANTIAL alterations which have been going on for the last eight years at Grosvenor House have been of daunting complication.

The original building comprised two blocks, one mainly occupied by flats, with a road in between; a lounge then occupied its place and there was a tunnel access between the two blocks. The kitchen operations were duplicated, the major part of the catering being done in the main hotel block, with much to-ing and fro-ing through the tunnel. A complete reorganisation of the catering areas has now been undertaken with vast improvements both in welfare and operation.

In 1963 Grosvenor House joined Trust Houses, later to join with Forte's and form the THF Group, one of the world's largest hotel and catering organisations. A redevelopment programme was planned on a very large scale for what is known as the Group's "flagship," Grosvenor House. The operation was to be carried out in two stages. The first stage, between 1966 and 1969, comprised improvements to all bedrooms, bathrooms and suites, and the second, between 1969 and 1974, carrying out similar work to the public and staff areas and to the kitchens and engineering services.

Public spaces have been re-planned and enlarged. It is now possible to mount a conference for 2,500 people, 2,000 in the Great Room and 500 in the Ballroom with closed circuit television linking the two. In addition the bedrooms have been upgraded, together with the flats (a continuing process in the latter case with relatively short leases needing constant overhaul and refurbishing). In the hotel area there are 147 bedrooms and, in addition, 47 suites.

When the list of alterations was examined between architect and client it must have seemed



The Lounge following completion of extensive redecoration by Forgas Reardon Ray.

## A landmark refurbished

By H. A. N. Brockman, Architecture Correspondent

that the simplest way to tackle the job would be either to demolish the building or to close it and reorganise the interior in one operation. But the very involved operation was fortunately eased by the departure to other premises of the International Sporting Club which had a substantial amount of club and residential accommodation, thus some overspill space helped the start of the work.

Grosvenor House was built

in 1930 on the site of an early 19th century mansion belonging to Lord Grosvenor. The facades of the 1930 building were designed by Sir Edward Lutyens. The ubiquitous Grosvenor has this to say about this large group, the exterior of which remains unaltered: "There is little to be said in defence... of the stone facing, arching and colonnade... and the bare barrack-like walls."

From Hyde Park the four square towers... are quite impressive. Of the interior designs much remodelling was done by R. D. Russell and Partners, the latest work having

been carried out in 1961 at long and 113 feet wide, is surrounded by a gallery, between 14 and 20 feet wide, the outer edge of which is supported by columns, thus forming side aisles along the length of the room. Some eight enormous new electroluxes provide part of the lighting, but nothing here detracts from its traditional opulence and the typical 1930s balustrade to the gallery stairs.

The Ball Room has a much more up-to-date flavour, with circular lighting in the coffered ceiling, but the fine "third empire" style balustrade to the balcony ties it back to the more opulent days of the Duke of Windsor and the many celebrities who met there: the room can be divided in two by a sliding partition to form a Grosvenor Suite and the Audley Suite.

A new entrance and staircase from Park Lane leads straight into the Great Room foyer with access also to the Ball Room, much confusion on the ground floor thus having been ironed out. The foyer contains a conference office, direct-line telephones and units for the storage of delegates' brief-cases.

The entrance from Park Street, with reception area and of choice introduces the main lounge, has been greatly improved. This very large space has been well broken up and planned on two can be obtained at different levels. The result is a prices.

## DESIGN AND CONSTRUCTION

Consultant Architects: Peter Ednie and Partners

Interior Designers: Forgas Reardon Ray

Engineering: Crown House Engineering

Heating and air conditioning: Rosser and Russell

Main Contractor: Bovis Construction

Quantity Surveyors: Wakeman Trower and Partners

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**Hotels**

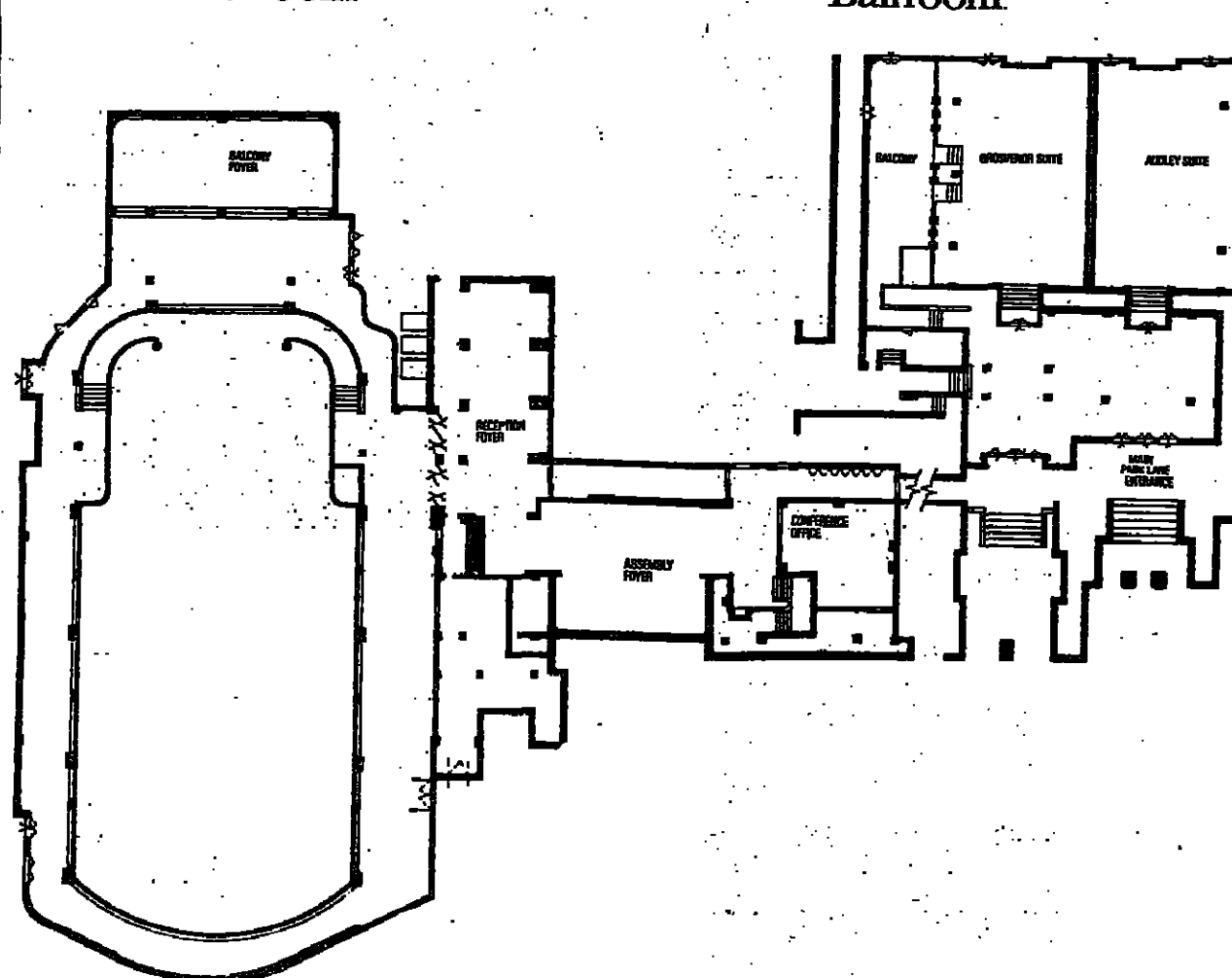
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The Red Devil bar (named after the Parachute Regiment) which is situated just off the Lounge).

## The Great Room

## Ballroom



فندق المارينا



## LONDON'S HOTEL DEVELOPMENT II



Left: The La Fontaine, the de luxe restaurant. Right: The Ballroom, which for conferences and the like is equipped with audio-visual aids and a permanent loop for translations in up to six languages.

## Survival of the fittest

AS NOT many years ago their ability to react to new in any gathering of competition.

However, not only the gods have been on the side of the incumbent industry leaders. The world recession came at just the wrong moment for many in the hotel business and placed a burden on corporate planning which had never been foreseen.

## Prodded

In London the lesson has been sharp enough. In the wake of blossoming demand, notably from the U.S., the Government decided to prod the British hotel industry into some sort of building action. The Hotel Incentive Scheme subsidised hotel building to a considerable degree. It did more than just edge hoteliers and developers into looking to the future, it sent them galloping ahead at full steam. To the shock and riven from the market surprise of some residents in the fearsome economics prime areas of Kensington, business they never hotels arose apace, although understood. But some of the more established groups unachronisms have not were not exactly in the fore- revived, they have also front of the rush. Even at that. Anyone who saw stage people like Sir Charles or House ten years ago, Forte were warning of the dicted it might reach dangers that lay in wait for the 1970s as a paint-peeling newsmen.

By the time the building probably be somewhat gramma had gone too far to be d to see it to-day. And stopped, and it was a pro- cities too the estab-gramme which was being oteliers have displayed echoed internationally — the

tourist tide began to slacken. First the dollar weakened, then oil prices soared, and with them air fares. There was war in the Middle East and Watergate in America. The tidal wave of tourism never came, and the hoteliers of the world had to readjust.

Much of the new bedstock had been expensively built. Some of the more recently opened hotels in London have cost around £30,000 a room— which means a rate of £30 a night before there can be any real talk of profit.

Hotels which are this expensive to build and furnish are very highly geared as far as room occupancies are concerned. Since the capital investment is high, a few percentage points off the occupancy levels can produce frightening losses in a very short time. Older hotels are not faced with this basic servicing price to pay. Many of them are either freehold properties, or long lease operations at a relatively low fixed rental. Given that they have some fat on which to feed they have a measure of flexibility which is not always available to the modern skyscraper.

However, this presupposes one or two other basic necessities in the calculations. Even the grandest of mature hotels can be allowed to slip to such an extent that up-dating puts it in the same costs league as a new property. Some properties are so badly designed in the first place that the manpower requirements for successful operation would be prohibitively expensive. And some of the older hotels are simply badly located to-day. In London the centre of social life has moved perceptively westwards over the years. Temple Bar may once have been the heart of the capital, and later Trafalgar Square, but in more recent years even Piccadilly Circus has seen Knightsbridge begin to steal its thunder.

As it emerged Grosvenor House is not only well located, and may in fact have been helped by the proliferation of hotel upstarts within walking distance of its own front doors, but also well suited to adapta-

tion to new needs, and new tastes.

The problem for any hotel to-day is to be all things to all visitors. This is particularly difficult in Britain, where there is still some reaction to hotel living as it is practised in other parts of the globe. The British are not always keen on sleeping in the same building in which they confer and in which they also eat. British hotels frequently have tiny restaurants thanks to the fact that the residents prefer to scurry in and out regardless of the weather in order to forage for themselves in the nearby catering by-ways.

Many hotels have attempted to overcome this in a variety of ways. Restaurants, and certainly banqueting rooms, frequently have separate entrances and frequently strive for a different identity. At Grosvenor House the thought that people actually comment on the fact that the Great Room has a very pleasant hotel next door is greeted with delight.

It must have come as a considerable relief to the hotel that the basic building lends itself to a handy compartmentalisation without too many problems. There can be few more irritating things for normal individual hotel guests than to suddenly find themselves swamped by badge-wearing delegates to some convention of spanner sellers. That Grosvenor House is able to separate off its various types of custom makes life a little easier for all.

## Ahead

The task that faces this and other hotels of a similar style (at the risk of upsetting THF chairman Sir Charles Forte who is obviously convinced there is no other hotel of similar style) is keeping ahead of the game.

It is not going to be easy. Inflation is likely to take up much of the slack that rests between the older properties and the new ones, so that the rental differentials will not seem as great and the newer properties will find it easier to get the room rates they need in order to be profitable. At

the same time the inevitable staffing requirements of older hotels could once more make difficulties.

Who is to say that more Governmental regulations affecting hotels construction and operation will not require expensive conversion work as the recent fire precautions rules have done over the past couple of years?

However, there are signs that the hotel over-capacity problem in London at least may have passed through its worst period and that therefore there will be more room for manoeuvre among hoteliers in the future than in the recent past. This should mean that the hoteliers will have the financial capacity

Arthur Sandles

## Why the visiting potentate wound up in Mary Rathbone's little black book.

His Highness was a regular guest at Grosvenor House. He returned every two years, and stayed for up to four months with his entourage.

Mary, our Head Housekeeper, remembers him as a dynamic, forceful man. For example, on Coronation Day, Park Lane was part of the processional route, and the front entrance to Grosvenor House was sealed off.

The worthy gentleman insisted on using it. The route organizers pleaded, the Metropolitan Police threatened. But he ignored them and drove off down Park Lane to be cheered by an unsuspecting crowd.

His Highness was also very particular. He demanded the same two suites and the same four rooms. He decreed their layout and furnishings.

All of which Mary noted in her

little black book, so that on his return everything was exactly how he had left it.

Similarly, there will be things you will prefer should you decide to stay with us.

Perhaps a view of Hyde Park, or a special vintage wine. Flowers in your room, or oysters for breakfast.

Rest assured they will be available when you return. Trust Mary, and her little black book. Like the potentate's elephants, they never forget.

After all, any hotel can offer you soft beds and agreeable surroundings. In the Grosvenor House tradition, we offer you great people, too. Call us on 01-499 6363, or at our Central Reservations Office on 01-567 3444.



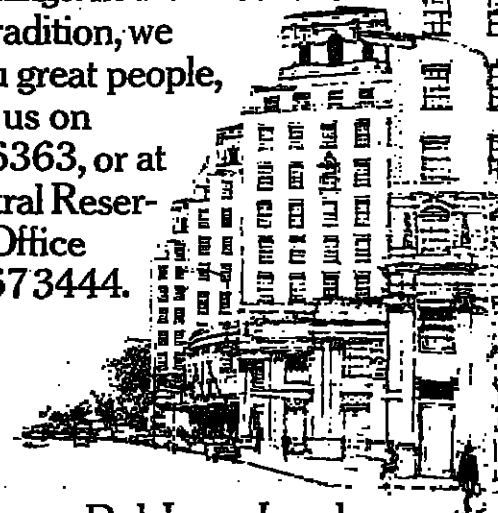
PHOTOGRAPH BY LICHFIELD.



Hotels

Grosvenor House, Park Lane, London.

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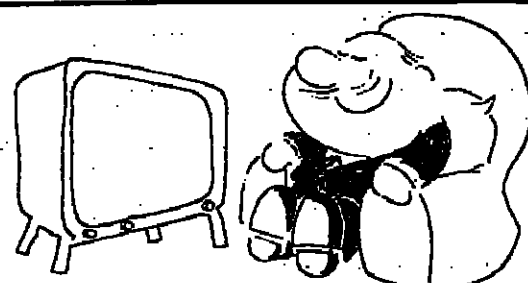
gratulates GROSVENOR HOUSE on completing their re-development programme, and wishes the Hotel outstanding success for the future.

Upholstery supplied

by

RRETT AND BOLTON LTD.

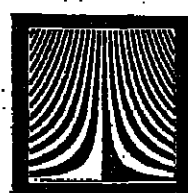
CURTAIN ROAD, SHOREDITCH EC2A 3AN  
01-739-6641



Grosvenor House guests watch Radio Rentals Contracts Colour.

Radio Rentals Contracts. Tel: 01-894 0991. Apex House, Twickenham Road, Feltham, Middx.





# The Technical Page

EDITED BY ARTHUR BENNETT AND TED SCHOETERS

## ● POLLUTION

### Economises plating bath metals

RECOVERY OF chrome and nickel from plating baths is possible with a device developed by Corning to allow platers to reduce their costs for plating chemicals while helping them solve their pollution control problems.

A compact unit, the Corning equipment has fully automatic one-button operation, eliminating the need for operator training. It is fully operational within five minutes after being turned on. In the event of a problem, the unit shuts itself down automatically, and an alarm light indicates the location of trouble.

Essentially, the unit is an efficient water remover that recovers concentrated plating chemicals.

When used just for partial recovery from a plating line's first rinse tank, the unit reduces requirements for plating chemicals by as much as 90 to 95 per cent, by recovering the chemicals from the drag-out plating solution.

Key component is a climbing film evaporator with refractory metal vertical tubes heated by steam in the shell. The shell-and-tube unit is similar to evaporators that Corning has

### Tunnelling under Bristol

A specially modified Dosco TM 1800 tunnelling machine has been put into service by Bovis Civil Engineering to excavate the 1,700 metre southern foul water interceptor beneath Bristol.

## ● HANDLING

### Hardboard bins made to measure

BELIEVED TO be the first commercial application of the technique of creasing and folding hardboard, a storage and transit bin made by this method is now in production by Pressboard, Nailsworth, Glos., (045383 2634).

The bin is one result of joint development by Pressboard, the Fibre Building Board Development Organisation (FIDOR), and the Packaging Industry Research Association.

Said to be suitable for a wide variety of goods, the bin can be tailored to individual user's requirements, including the provision of castors. The production technique is stated to be very versatile.

Initially, the bins are 480 mm. high with a 480 x 445 mm. open top, with the sides slightly

tapered to allow nesting when empty. Construction is by creasing, folding and securing the hardboard with bifurcated rivets.

### Gas cylinder tapes trolleys

FIVE INDUSTRIAL gas cylinder trolleys have been introduced by British Industrial Gases, Lea Road, Waltham Abbey, Essex, EN9 1AU. (Lea Valley 714777), a BOC Group company. Each trolley has a specific purpose.

One twin cylinder version is for carrying a cylinder of oxygen and one of acetylene; another is for oxygen and a 103 lb. propane cylinder. The three single cylinder models are for 45 lb. and 103 lb. propane cylinders, and a universal version.

All have rubber tyred wheels, and safety chains, and have been designed to keep trolley weight to a minimum.

## ● COMPUTING

### SRL extends products and support

EXTENDING its range of computer peripherals, Systems Reliability has bought the entire remote terminal and video display interests of Electronic Associates.

Following this \$2m. deal, SRL takes over total responsibility for the manufacture, marketing and maintenance of all EAL terminals.

In addition, SRL has bought

### Automating agency jobs

COMPLETE low cost media services for advertising agencies are announced by Young and Rubicam and CMG Computer Management Group (Middlesex), 01-578 4363.

For television and radio air time and advertising space in voicing, the system has been launched after five years of development and trials by the two companies.

Mediator (Media Time Ordering and Reporting) is offered as a complete service run by CMG on its own computers. As a comprehensive service it should run at a much lower cost than systems currently offered by the specialist computer bureaux providing services for advertising agencies.

Mediator will control the booking, scheduling and invoicing of television time, press space and radio time.

The system covers daily input of booking records and other client information and the subsequent automatic updating of a comprehensive master file. This computer file is used as the basis for the automatic production of invoices, summary invoices, credit notes and adjustment invoices, based on calendar months or fiscal periods (depending on how the client is serviced). When producing invoices, Mediator can automatically take into account all agency and service fees required, and add service fees where applicable. Additionally schedules are produced showing

the complete EAL spares hold-vide the heart of a large network and is putting both the DCT 122 remote batch terminal and another more advanced terminal to be called the 132A, into production.

Marketing, sales, and systems support and maintenance for the 50 or more terminals already installed in the U.K. will be provided by Systems Reliability from its operations centre. Production of the terminals will build up rapidly at SRL plants in Luton and Hill-end, Fife.

One direct result of the purchase is expansion of the existing Systems Reliability branch in Brussels, which serves customers and installations in France, Germany, and Holland as well as Belgium.

Users of Digico Micro 16-V minicomputers will be interested to learn that Systems Reliability is expanding facilities and round-the-clock service support for this range.

The company is already contracted to provide full servicing and maintenance support for Digico machines installed on British Rail Southern Region,

where Micro-16 computers provide the heart of a large network of real-time train descriptions. The contract is worth some £150,000 over the next three years.

SRL engineers are being given additional Micro-16 experience and training and further staff are being recruited. Systems Reliability has provided service support for Digico since the company was first formed and all maintenance for machines in the control systems, is being organised by SRL.

Currently SRL is responsible for first line maintenance enhancement and servicing on more than 300 computer systems ranging from the giant ATLAS installation at Cambridge and many large-scale business systems to small dedicated on-line process control computers at home and overseas.

Systems Reliability sales are approaching £22m. and the latest SRL development in computer maintenance is the extension of the company's present round-the-clock maintenance and support service for Digico Micro-16 users.

SRL is at Bliton Way, Dallow Road, Luton LU1 1UU. Luton 33881.

## ● CONFERENCES

### Micros in controls

A TWO-DAY seminar to explain and give practical examples of the use of microprocessors in industrial measurement and control systems, is being organised by Sira Institute in association with Warren Spring Laboratory and will be held at The City University, London, October 6-7, 1976.

The programme will interest engineers and technologists concerned with the manufacture or use of industrial instrumentation and control systems. It is designed particularly for engineers and managers in

## ● SERVICES

### CAD Centre threatened

THE UNANIMOUS recommendation of the twelve-member (nine from industry, three from the Civil Service) ad-hoc Computer Requirements Board set up last year by Sir Euan Macdonald, chief scientist in the Department of Industry, that the Computer Aided Design Centre at Cambridge should be scaled down, may prove a storm.

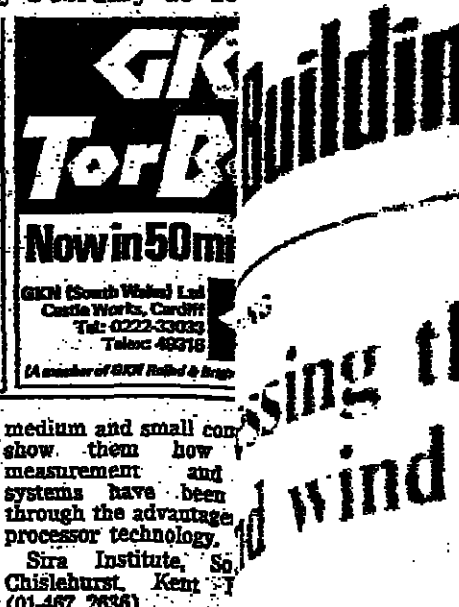
There are already disagreements in Whitehall and in the computer industry. The ASTMS has put down a Parliamentary question and has been answered with the statement that "no decision has yet been taken."

The Department of Industry has, in fact, been promoting the work of the CADC, and the first knowledge some senior civil servants had that such a recommendation had been made was when they were asked about it by journalists.

Within computing and the computer industry, the Centre has long been contentious, attracting as many supporters as detractors. Among the latter are to be found some senior people within the software houses who consider that the Centre, supported by a grant in aid and costing about £5m. a year, provides unfair competition. The line here seems to be that the Centre's role should be handled by industry, though new in the past have ever indicated that they were willing to make the required investment.

Some CAD specialists feel this is a classic case of sour grapes. While not all agree that the CAD Centre is doing all that needs to be done, they take the general line that the Centre is the only one we have, that it has done a reasonable job and that its best years are yet to come, particularly because teams of this kind and size (the Centre is 120 strong) and the recommendation would cut it down to 20 as well as changing its role) take years to build up.

It is known that the recommendation does not the DoI intends to support work in CAD whether putting the e the few U.K. has at risk in a term fashion is the go about supporting another question.



## ● SERVICES

### CAD Centre threatened

One senior civil servant made it clear for a that he believes the C should be brought to the computing work it does at Harwell and to create a British equivalent research centre. The fact that IRI research role has never it from acting commes

The Requirements commendation is character. The Board voted to consider for funding it was supported by the Centre's investigation the Centre's among others—visual basic software. It was substituted to consider not the Centre should However, its term ence seem to have bened during its exists behest it appears, of scientist, to consider CADC has any future

It was known t decisions about the future would soon h m. Its lease n 1977, and the Atlas o partly depends was wound down.

However, the Cent technically, were relat cut. It was movin providing a distribut in which users would other machines at S and the NEI, as we the Centre's own 18 Midlands.

The recommendatio course, prove co. damaging to the Cent leave questions hangi air about what is to maintain some of its services.

It is known that the recommendation does not the DoI intends to support work in CAD whether putting the e the few U.K. has at risk in a term fashion is the go about supporting another question.

### Barclays opts for Quantor

DURING MAY this year two NCR computer output on microfilm recorders will be installed alongside Barclays International IBM 370/158 computers, and will be used as computer peripherals. It is anticipated that microfiches will produce could replace up to 70 per cent of their total computer output.

Equipment on order is the Quantor 643-105 and in the U.K. six banks have already installed Quantors.

In addition to standard software which produces fully indexed and titled microfiches, Barclays International will be taking licence to use at least three of NCR's COM program products. These include the microfiche file update system which could be used to produce a data base on microfiche on customer ledgers and microfiche source listings which provides conversion of compiler print files on disc to COM tape.

NCR on 01-723 7070.

## CONTRACTS AND TENDERS

### BANGLADESH POWER DEVELOPMENT BOARD

Directorate of Purchase, WAPDA Building, 9th floor, Motijheel Commercial Area, Dacca-2.

### EXTENSION OF BID SUBMISSION DATE OF TENDERS UNDER KUWAIT LOAN

All interested bidders are hereby informed that the bid submission date of our tenders for procurement of different ELECTRICAL EQUIPMENT AND MATERIALS UNDER KUWAIT LOAN (Kuwait Dinar 5,575,000, approx. St. £6.5 million) has been extended as shown hereunder along with other relevant information.

Sr. Tender Enquiry No. No.	Short Description of Materials	Bid Submission Date Original/ Revised	Shipment Schedule (days) from Date Starts Complete		Value of Documents
1. PURPOWER/KUWAIT LOAN/75-76/ CONDUCTOR	ACSR & All Aluminium Conductors with Acces- sories	17-2-76 23-76	90	270	Tk.800/=
2. PURPOWER/KUWAIT LOAN/75-76/ INSULATORS	Pin, Stay, Disc Insula- tors & Hardwares	24-2-76 11-3-76	90	270	Tk.400/=
3. PURPOWER/KUWAIT LOAN/75-76/ CONTROL PANEL	Indoor Control & Relay Panel	27-2-76 16-3-76	90	270	Tk.400/=
4. PURPOWER/KUWAIT LOAN/75-76/ ISOLATORS	11KV Gang Operated Isolators complete with Supports, etc	23-76 23-3-76	90	180	Tk.400/=
5. PURPOWER/KUWAIT LOAN/75-76/11KV RECLOSER	11KV OCR with Spares and Accessories	5-3-76 23-3-76	90	270	Tk.400/=
6. PURPOWER/KUWAIT LOAN/75-76/POLES	Steel Tubular Poles with Accessories	9-3-76 29-3-76	120	360	Tk.800/=
7. PURPOWER/KUWAIT LOAN/75-76/POWER TRANSFORMER	33/11KV Power Trans- former with Spares & Accessories	16-3-76 5-4-76	240	540	Tk.400/=

#### Remarks:

- Bids against Tenders of serial No. 1, 2, 3, 5 and 6 shall be evaluated SUB-GROUP-WISE and therefore, each item of Sub-group must be quoted. For the remaining 2 Tenders, evaluation shall be ITEM-WISE.
- All bids shall be submitted by 11.00 a.m. (BST) on the respective dates.

Tender Documents may be had from this office till the day before the scheduled submission date. For the purpose, of the document in crossed Postal Order or Bank Draft favouring the Director of Purchase, BPDB, Dacca, shall be furnished with proper application.

All other terms of the tender remain unchanged.

(Md. Abdul Hamid)  
Director of Purchase  
Power Dev. Board

## ANNOUNCEMENT OF PRELIMINARY SELECTION

### PETROLEO BRASILEIRO S.A. — PETROBRAS

Rio de Janeiro — Brazil

- PETROBRAS announces to all companies wishing to enter into contracts for petroleum exploration and oilfield development services in Brazil that it will receive applications for the preliminary selection of candidates interested in performing such services in the areas hereinafter specified.
- The said contracts shall be executed in the form of "service contracts," whereby CONTRACTOR shall undertake to perform services for PETROBRAS, provided that CONTRACTOR's remuneration shall be contingent upon the achievement of commercial production.
- In order to obtain the necessary application form, interested companies which can prove their fitness, technical and financial capacity, experience and tradition in such field of the petroleum industry, are requested to contact PETROBRAS, through their authorised representatives, at one of the addresses indicated below:

—Av. República do Chile, 65  
23rd Floor, Room 2338,  
Rio de Janeiro, Estado do Rio de Janeiro,  
BRAZIL.  
—19, Avenue Montaigne,  
75008—Paris—FRANCE.  
—77, South Audley Street, 2nd Floor,  
London W1Y 5TA, ENGLAND.

—1221, Avenue of the Americas, 22nd Floor,  
New York, N.Y. 10020—U.S.A.

- The said application form is to be filled in by the interested company, and then returned to any one of the addresses indicated above, until 5 p.m. (local time), the 16th March, 1976.
- Once the preliminary selection is concluded, the selected companies shall receive a written invitation, whereby they shall be informed of the basic conditions they must comply with for the purpose of making their bids.
- It should also be noted that any such bids shall only be accepted in case the bidders commit themselves to pay for the geological and geophysical data and information and other related data and information available in connection with the areas referred to herein.
- Participation in the said preliminary selection does not and shall not imply the granting of any guarantees, privileges or rights to any of the Applicants, it being understood that PETROBRAS is absolutely free to, at its sole discretion, cancel, remake or dispense with such preliminary selection, or invite whichever other companies it may choose in order to contract with same for the execution of the services referred to in this Announcement.

## AREAS

CO-ORDINATES OF THE VERTICES				
Number	1	2	3	4
I	61°00'W 4°00'S	59°30'W 4°00'S	61°00'W 5°00'S	59°30'W 5°00'S
II	49°30'W 3°30'N	49°00'W 3°30'N	49°30'W 3°00'N	49°00'W 3°00'N
III	49°00'W 2°30'N	48°00'W 2°30'N	49°00'W 2°00'N	48°00'W 2°00'N
IV	39°00'W 18°00'S	38°00'W 18°00'S	39°00'W 18°30'S	38°00'W 18°30'S
V	39°30'W 18°30'S	39°00'W 18°30'S	39°30'W 19°15'S	39°00'W 19°15'S
VI	44°00'W 23°30'S	43°00'W 23°30'S	44°00'W 24°00'S	43°00'W 24°00'S
VII	46°00'W 24°30'S	45°00'W 24°30'S	46°00'W 25°00'S	45°00'W 25°00'S
VIII	46°30'W 25°30'S	45°30'W 25°30'S	46°30'W 26°00'S	45°30'W 26°00'S
IX	48°00'W 28°00'S	47°30'W 28°00'S	48°00'W 28°30'S	47°30'W 28°30'S
X	51°00'W 32°30'S	51°00'W 32°30'S	51°00'W 33°30'S	51°00'W 33°30'S

هكذا اصل الأصل



# Building and Civil Engineering

## HEATING

### Harnessing the sun and wind

Research projects have been launched in Holland to find the most economical way of reducing energy consumption in houses.

Basically, the fluidfire heat exchange system works by "enlarging" the burner area in the heater. This is achieved by the aid of sand, the particles being kept in motion by air movement and heat being transferred via a tube bundle to the water.

The installation now under test at Oss may well prove to be the forerunner of a standard fluidised bed domestic boiler, but until tests, which will not be completed until the autumn, are completed, Hartman is not committing himself to the idea that a domestic market is assured.

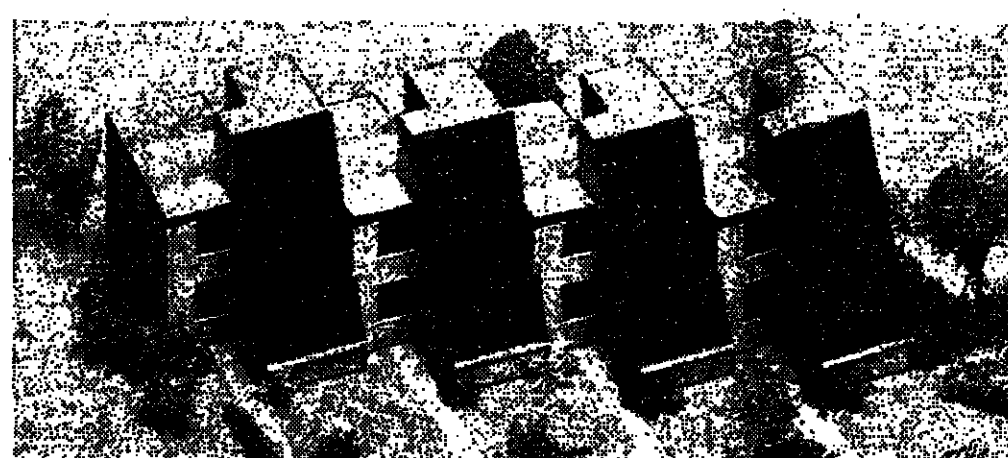
In the event of the fluidfire boiler proving itself, Hartman is prepared to undertake marketing and installation, but it would prefer a royalty deal with production in the hands of a U.K. manufacturer. Much depends on the results of the tests at Oss.

Investigations now under way at Oss cover insulation, air heating, heat recovery from ventilation air and fuel gases, the use of heat pumps, high efficiency boilers, improved temperature control and the use of solar energy for space heating and hot water supply.

Research has begun with studies of heat loss through windows, facades, roofs and ground floors and Bouwcentrum reckons that fuel savings up to 40 per cent. are possible. It is also suggested that use of air-tight facades alone could lead to savings of 10 per cent., although mechanical ventilation would then be needed.

It has also been found that fuel consumption is less if air heating is used and this is similar to the case when lightweight materials are used in the construction of a house.

One of the more spectacular activities of Bouwcentrum has been the development of prototype solar energy installations for low cost housing. It is claimed they would not be very expensive



Model of four experimental houses to be built in March.



Fluidfire boiler in house at Oss

and that little maintenance would be needed.

Examples of these installations may now be seen at Oss where families are living with all the paraphernalia of sensing devices and data collection systems around them.

In one task, results from four well insulated houses with air heating and solar collectors, are being compared with two other houses, one of which has air heating and the other hot water heating, but neither is insulated. Then there are five more houses in which different heat systems are employed and monitored by instruments.

Experiments are being carried out with two types of solar collector. One has a

double-glazed top layer, then a 2 cm air cavity followed by a 30 cm thick concrete slab and finally there is a 10 cm thick layer of insulation.

Air passing through the cavity is heated by the concrete slab and is then transported by an air heating system into the house. This type of collector has the disadvantage of heat losses through radiation and the cooling of the heated air by the cold glass.

In the second type of collector air passes through pipes embedded in the concrete slab, thus avoiding cooling by the glass. The slab is also protected from cooling by a screen of insulation installed in the cavity. This screen is made from Rockwool panels covered with aluminium foil.

The screen is moved over the collector by means of an electric motor which is controlled by a photo-electric cell. If there is no sun the screen stays down and it moves up automatically when the sun appears.

The first type of collector is also used to supplement the house's hot water supply. In this case, pipes are installed in the concrete slab, are filled with water and connected to the water heater which has its gas flame automatically adjusted according to the temperature of the feed water.

Bouwcentrum estimates that in an average family house fuel savings for hot water supply could amount to 200 cubic metres of gas a year and a total fuel saving in an insulated house of 2,900 cubic metres of gas a year. Costs are estimated to be around £15,000 (about £1,750) for £15,000 for insulation and £15,000 for the collector.

There are still problems to be overcome so far as the collectors are concerned, and Bouwcentrum thinks improvements could be made to the photo-electric cell arrangement and to the insulation screens.

In yet another energy conservation research project at Oss, Croon and Company, also a subsidiary of OCEM installation, is experimenting with a heat pump. The latter may be considered as a refrigerator working in reverse. It pumps outdoor heat to a higher indoor temperature.

Croon's design is based on the average heating environment for houses in western Europe where there are moderate temperatures for long periods. For short periods of extremely cold weather an additional electrical heat source is added.

Croon is acting on the assumption that heat pumps in domestic situations are feasible and could be economic. It reckons the price of a heat pump system could be equal to that for conventional central heating, but cost of operation would vary, particularly in Holland where prices of gas and electricity differ according to area.

One of the snags with heat pumps is that heat produced decreases when the outdoor temperature is low and at a time when more heat is needed indoors. However, Croon believes that the advantage gained during long periods of moderate outdoor temperatures outweighs the disadvantage of the need for additional heat from electricity during very cold spells.

All the systems being studied at Oss are under constant surveillance by instruments which record data from about 200 points every few minutes and it is from this data that precise calculations are now being made for the design of future systems.

Bouwcentrum, in its second project, is planning its houses so that solar collectors are integral parts of the construction—a pointer to the time when the house designer's first consideration will have to be energy requirement—not aesthetic appeal.

ARTHUR BENNETT

## £15m. job for Taylor Woodrow

Taylor Woodrow Construction has won a contract worth over £15m. from the National Coal Board Opencast Executive at Treacny opencast coal site, Pantyvaun, Dowlais, Glam.

The contract includes the extraction of about 1m. tons of coal, the operation of a washery and a disposal point, and the diversion of the Fochriw Road through part of the site. More than a mile of new road is to be constructed before operations in that area can commence. Including restoration, the work is expected to take five years.

Taylor Woodrow has been working for a number of years at the nearby Royal Arms and Rhymney opencast coal sites, under contracts to produce over 4m. tons of coal.

way at Shepherd's Bush, in West London.

Profile of the barrier, has been calculated to ensure that vehicles do not surmount, penetrate or deform the barrier. Instead, they are re-directed back onto the carriageway with only minimum damage to bodywork. Depending upon the speed and angle of impact, the vehicle's wheels climb the slope of the barrier. Impact energy is absorbed by compression of the vehicle's suspension system and not by its bodywork being twisted or crushed. Crushing of the vehicle is minimised and the concrete barrier suffers no significant damage.

The work was carried out under the supervision of the London Borough of Hammer-smith (director of engineering, J. W. R. Runney), by A. A. King (Contractors). The precast sections were supplied by Redland Precast.

## Houses in Kent

FPA Finnegan has been awarded a £2.2m. contract to construct over 200 houses for Medway Borough Council in Kent.

The Rochester division of Finnegan which will handle the work, is already building over 140 dwellings for the same local authority on two sites, one at Cliffe, near Rochester, and the other in the Chatham area.

The new contract is on the Princes Park site at Chatham. Work begins on March 14 and will take about two years to complete.

## Homes by the Thames

A CONTRACT for 262 homes plus civil engineering work on the site of Thamesmead's Area J is to be let to New Ideal Homes on a design and build basis.

The project, which is subject to planning permission from the London Borough of Bexley, will cost about £4.6m.

The scheme includes 80 one-bedroomed flats, 82 three-bedroomed houses for four people and 100 three-bedroomed houses for five people. The dwellings will have alternative elevational treatments of facing brickwork, vertical tiling and shipboard boarding.

## IN BRIEF

A contract worth £11m. has been awarded to Roadworks (1982) for improving the A604 from the Giron outskirts of Cambridge to Bar Hill, 3.2 km. towards Huntingdon.

Robert McGregor and Sons has received a £325,287 contract from Warrington New Town Development Corporation for roadworks which will include a roundabout and a steel footbridge.

Two new contracts have been won by John Lelliott with a combined value of £453,000. One is for demolition and rebuilding of offices for IPC Properties at Bell Yard, London, W.C.2, and the other is for an extension at Dunlop House, St. James's Street, London, S.W.1.

Cwmbran Development Cor-

## CRENDON STRUCTURES

for High speed Low cost Factory, Warehouse and Office Building

## £8m. office block

THE PRUDENTIAL Assurance Company has awarded a contract valued at £8m. to Sir Robert McAlpine and Sons for the construction of a 31 metres high, 67 metres by 42 metres on-plan office building in Brooke Street, Holborn, London.

Of reinforced concrete frame construction, the fully air conditioned structure will be supported on pile foundations and served by six passenger lifts. Ground preparation work is now starting and completion is programmed for 1978.

The architect is K. C. Wintle, quantity surveyors are Pritchard Williams and Hunt and consulting engineers Bylander Waddell Partnership.

## Good start for Truett & Steel

CONTRACTS worth over £500,000 have made a good start for the year for Truett & Steel of Thornton Heath, Croydon.

The company is to build flats at Thornton Heath (£152,500), at Burot Ash Hill, Lewisham (£106,000) and at Hopton Road, Streatham, London (£182,000) for the Orbit General Housing Association. A £109,000 contract is also to be signed shortly for a residential development at Beulah Road, Thornton Heath, for the Wandie Housing Association.

Construction is also to start soon on a chapel in Tite Street, Chelsea, as part of a contract already in hand for a hall of residence, convent and priest's flat for the Daughters of the Cross, Carshalton. Total cost of this project is £1m.

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ET DES CUIRS  
SN. COTEC  
Telex No.: 52.072  
INTERNATIONAL INVITATION TO  
TENDER

ernational invitation to tender has been launched for  
ply of:  
d for weaving  
read: 100% cotton 1510 tons  
100% fibrane 115 tons  
Mixed polyester 1370 tons  
100% acrylic 140 tons  
6 x 66 nylon 230 tons

d for knitting  
read: 100% polyester 2130 tons  
6 x 66 polyamide nylon 3400 tons  
6 x 66 brushed nylon 730 tons  
100% cotton 890 tons  
100% acrylic 1900 tons  
Mixed acrylic 100 tons  
Mixed polyester 100 tons

ents may be obtained from the Direction Générale, 3  
rd Anatole France, Algiers (Algeria) on pre-payment  
hundred dinars (Dinars 100) or by money order pay-  
a receipt of the documents.  
rs already trading with SN. COTEC will receive the  
ains directly against payment of the equivalent of one  
d dinars (Dinars 100).

s, together with usual required documents should be  
t a double sealed envelope clearly marked "Ne pas  
- Soumission Appel d'Offres No. 002/76"  
ed - Tender No. 002/76" to the above address before  
ty-fifth day inclusive as from the date of the first  
on of this present announcement.

REPUBLIQUE ALGERIENNE  
DEMOCRATIQUE ET POPULAIRE  
MINISTRE DE L'INDUSTRIE  
ET DE L'ENERGIE  
prises Algériennes de Grands Travaux  
A.L.T.R.A.  
a SONATRACH subsidiary  
INTERNATIONAL INVITATION TO  
TENDER No. 02/76

tation to tender has been launched for  
supply and installation of end to end tube soldering  
pment (automatic mobile double-jointing—"double-  
jointing automatique mobile").  
ies interested in the above may obtain the necessary  
nts from the Département Approvisionnement/Stocks,  
A. 114 rue de Tripoli, Hussein-Bey (Algiers).  
s, together with usual required documents, should be  
double sealed envelopes clearly marked: "A ne pas  
- Soumission Appel d'Offres No. 02/76"  
e opened - Tender No. 02/76  
ure et Installation d'un double jointing automatique  
à Hassi-Messaoud  
and installation of end to end tube soldering equip-  
automatic mobile double-jointing").  
T.R.A., 2 boulevard Mohamed V, Algiers (Algeria),  
March 15, 1976.  
s are binding for a period of 90 days.  
ader not complying with the above requirements will  
considered.

THE HASHEMITE KINGDOM OF JORDAN  
MINISTRY OF TRANSPORT  
International Bechtel Incorporated  
(Managers)  
New Amman International Airport

Construction of International Airport Terminal and related facilities,  
commencing June 1976 to be completed by September 1978  
International contractors with experience in large scale concrete  
structures and an annual construction volume of not less than  
U.S.\$150,000,000 who are interested in proposing for the above  
work should apply for prequalification questionnaires to:  
International Bechtel Incorporated, P.O. Box 5226, Amman, Jordan,  
Telex 1508, Wateka Jo, by March 1976.

## PLANT & MACHINERY SALES

Description	Price	Telephone
1974 Ten Stand roll forming line by Hunter-Douglas. Virtually unused Capacity 200 mm x 2 mm M.S. strip complete with automatic cut-to-length equipment.	P.O.A.	021-556 0904 Telex 336414
2 Stand Rolling Mill for flattening wire and rolling narrow strip. Complete with edging rolls and recoller. Reconditioned Modern Used Rolling Mills, wire, rod and tube drawing plants-roll forming machines-slitting-flattening and cut-to-length lines-cold saws-presses-guillottes, etc.	P.O.A.	021-556 0904 Telex 336414
1970 Herdickehoff 100 KW double vacuum annealing plant-useful charge area 625 mm dia x 2000 mm leading height-output 6000 lb per 24 hours.	P.O.A.	021-556 0904 Telex 336414
1974 Duplex Slitting Line to Process Sheet into a wide range of Accurately Slit Blanks. Fully Automatic Installation.	P.O.A.	021-556 0904 Telex 336414
1971 Automated 25t Drawbench with pushpointer by Wellman- effective pull 10 tons at 100 f.p.m. and 20 tons at 50 f.p.m. Virtually unused. New Leibherr 130 J.H.L. static tower crane H.U.H. 60m jib length 40m. Lying Ireland. Full warranty.	P.O.A.	021-556 0904 Telex 336414
Leibherr 130 J.H.L. static tower crane H.U.H. 40m jib length 40m. New 1974. One contract only of 40 wks. Lying Manchester.	P.O.A.	Cannock 77661
1974 537 KVA G.M. V16 AC Delco generator. 400 hours	P.O.A.	Cannock 77661
£16,000	061-832 7142	

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REQUIREMENTS AND WOULD LIKE TO ADVERTISE IN THIS COLUMN,  
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## COMPANY NOTICES

**BANQUE FRANCAISE DU  
COMMERCE**  
EXTERIEUR 1974-1982  
Loan of \$US 20,000,000 Nominal  
We inform the bondholders that  
the nominal amount of  
\$US 500,000, subject to amortiza-  
tion on the 15th March 1976,  
has been purchased on the  
market.  
Amount outstanding:  
\$US19,000,000 Nominal.  
The Principal Paying Agent is  
SOCIETE GENERALE ALGERIENNE  
DE BANQUE,  
15, Av. E. Besser,  
LUXEMBOURG.

**RENAULT 7.25% 1972-1987**  
Loan of FF 200,000,000.  
We inform the bondholders that  
the nominal amount of  
FF 3,000,000, subject to amorti-  
zation on the 15th March 1976,  
has been purchased on the  
market.  
Amount outstanding:  
FF 188,000,000  
The Principal Paying Agent  
SOCIETE GENERALE ALGERIENNE  
DE BANQUE,  
15, Av. E. Besser,  
LUXEMBOURG.

## It's men like this who give Grosvenor House that extra something.



He's one of our workmen - we had  
over 400 of them hidden behind the famous  
facade of Grosvenor House for three years.  
While they were there, they built  
two completely new restaurants, two large  
complex kitchens. Plus thirteen lifts, a new  
telephone exchange, two new banqueting  
suites and full air conditioning in all  
new areas.  
Became, etc. etc. on its 25 acres.

Yet they were so inobtrusive that  
hardly anyone noticed they were there.  
Including the regular complement of up to  
4,500 guests and staff.  
Now, as with all refurbishing work,  
there was of course an unforeseen problem or  
three. Here, for instance, we had to divert  
the river Tyburn to put in new foundations.  
Which many would see as an  
opportunity to chalk up some extra profit.  
But the Boys For System.

automatically exposes the true net cost of  
even the most unusual obstacles.  
Because the way we work is to agree  
our fee on the basis of your quantity  
surveyor's valuation. Before any contracts  
are signed.  
And after that, everything is billed  
at cost. Net, audited and wide open for all to  
see. So if we should hit a Roman aqueduct,  
we won't turn it into a rake-off.  
That way everything's done on time  
and we all stay friends. Which is why our  
clients keep coming back for more. 70% of  
our orders are repeats.  
Think about that next time you're  
refurbishing Grosvenor House. Or better still,  
talk to our Managing Director,  
Harvey Davis on 01-422 3488.  
**Bovis**  
Bovis Construction Limited, Bovis House, Norfolk  
Road, Farnborough, Middlesex UB7 0EE. 01-422 3488.



# The cash trail leading back to America's boardrooms

## Taxes and subsidies

THE ARGUMENT between supporters of taxes on income and taxes on spending is as old as taxation itself, and we are unlikely to see it resolved. There is no painless way of extracting revenue, and it always seems attractive to shift the burden from wherever it happens to be heaviest at the moment. But without seeking any non-existent philosopher's stone, it would probably be generally agreed that direct personal taxes are too high as a proportion of revenue, and their weight should certainly not be increased any further.

In the last few years there has been a major swing towards direct taxation, a large part of which was probably unintended. A Parliamentary answer on December 18 showed that income and surtax, which accounted for only 37.1 per cent of total Government revenue in the late 1960s, when there was also a Labour Government in power, accounted for 47.1 per cent in 1974-75.

**More important**

For many reasons these figures understate the true size of the shift. They exclude National Insurance contributions; and in addition, a considerable part of total revenue was accounted for by Corporation Tax and various taxes on capital. There is, however, another more important reason why the official figures understate the switch. This is because they make no allowance for subsidies. But if VAT is treated as a tax, it is surely reasonable to treat consumer subsidies as negative taxation.

Between 1971 and 1974 the national product rose by 44 per cent, at current market prices. But as Mr. Peter Oppenheimer points out in the February issue of the *Vickers* *Economic Review*, the *British Economy*, taxes on expenditure, net of subsidies, rose in the same period by only 6.8 per cent. Direct taxes, including rates, rose by 50 per cent, and National Insurance contributions by nearly 90 per cent. Since 1974 this shift in the balance has almost certainly gone much further.

## Nigeria's need for stability

LAST FRIDAY'S attempted coup in Nigeria, Black Africa's most populous and potentially its most influential State, has proved abortive. The Government, now headed by Gen. Olusegun Obasanjo, the second-in-command to the late Gen. Murtala Muhammed, remains intact and it seems probable that it will continue with the policies of its predecessor.

Unsuccessful though it was, however, the putsch must inevitably arouse increased concern for Nigeria's stability. The death of the Head of State, General Muhammed, who himself took over from Gen. Gowon seven months ago, shows once again how easy it is for those who come to power through the gun to be overthrown in the same manner. And though it is now clear that the organisers of the coup did not have major support in the 250,000-strong army, the fact that one of the young army officers has failed does not mean that others will not try again at some future date.

Indeed there are suggestions from Lagos that two incipient revolts had been nipped in the bud in the past few weeks, and it is known that, at the time of the coup which brought Gen. Muhammed to power last July, there were several groups plotting against Gen. Gowon within the army.

The motive for the attempted coup is still not known, although the balance of probability must lie with factors internal to the army. General Muhammed's Government had recently announced some top-level promotions which may have embittered those left out. The Government had also announced that it would reduce the size of the army by about a half. Senior officers had also declared their intention to purge the army of what was said to be the extensive corruption, protection rackets, and secret societies.

In the attempted coup the resulting political uncertainty can only complicate the already great problems which beset Africa's giant. Gen. Muhammed's Government had already taken a number of sensible decisions, such as the removal of the capital away from highly congested Lagos, while its apparent determination to tackle corruption and inefficiency in Government was broadly welcomed.

WHEN Mr. Dan Haughton and Mr. Carl Kottchian, Lockheed's two top executives, resigned last Friday they did so, according to Robert Haack, the new interim chairman, because it was felt that the interests of America's leading defence contractor would best be served if they did not remain on the premises.

On the face of it, the case for their departure seemed overwhelming. Merely in the pursuit of selling a few aircraft, the company which they headed had succeeded in threatening the constitutional monarchy in Holland, prompted a major political row in Japan, threatened another one in West Germany, and sparked scandals of imponderable consequences in half-a-dozen other countries. Even though some of the admitted bribery of foreign officials dated back 15 years, the company had none the less acknowledged spending at least \$22m in assorted under-the-counter payments in the past five years, during which time it was supposed to be on its best behaviour following its rescue from bankruptcy in 1971 thanks to the intervention of the American Government. This seemed a fine way to repay that favour, especially with nearly \$200m in Federally guaranteed loans still outstanding.

**Which has done what**

But Mr. Haughton and Mr. Kottchian may quite seriously be considered a little unlucky. Lockheed's is certainly the grossest case of proven corporate malpractice so far uncovered, but the company hardly stands alone. It is almost impossible to keep an accurate running scorecard of which company has done what to whom and where, but very roughly it looks like this:

At least 50 companies have admitted making illegal payments, domestically or overseas, or have confessed to making legal payments overseas, or are under investigation for one reason or another.

At least \$350m. is known to have been spent on illegal, legal or questionable payments inside or outside the U.S. This is assumed to be the tip of the iceberg.

A partial list of the foreign countries involved includes Holland, Italy, West Germany, France, Japan, Sweden, South Africa, Turkey, Canada, Iran, Saudi Arabia, South Korea, Colombia, Venezuela, Mexico, Honduras, and Panama.

And yet the corporate casualty list is really quite small. Mr. Haughton and Mr. Kottchian now are beating their breasts over the apparent power of corporate and foreign policy—Lockheed, Gulf, Mr. George Spater of American Airlines, forced out two years ago, plus a handful of middle management of State).

## MEN AND MATTERS

**Running Cummings...**

Is Canada particularly kind to British businessmen? The question is prompted by the coincidental exodus of at least two property developers and one oiler man. The property people are Peter Kirwan-Taylor, finance director of English Property Corporation, and James Andrews, until now joint managing director of Capital and Counties Property.

Andrews is going to Toronto to run C and C's 62.4 per cent-owned Canadian subsidiary, Abbey Glen Property Corporation. English Property, once known as Star (Great Britain), has a slightly higher (66 per cent) stake in its own large Canadian interest, the Trizec Corporation. But 46-year-old Kirwan-Taylor, very involved in Trizec's hectic early days, is not going out to run that; he is leaving EPC to become president of Maxwell Cummings and Sons, a business owned by one of Canada's richest families.

Maxwell Cummings himself is now 78. He founded an industrial and property partnership in Montreal in the 1920s, and the business has been continued by sons Robert and Jack. The property side went public in 1969 under the name Cummings Properties, and was bought out the following year by Trizec for about \$44m.

Unofficial estimates lately have put the personal fortunes of the three Cummings at somewhere above \$20m; the consideration for the family stake in Cummings Properties was \$17m. Kirwan-Taylor's brief will be to "find, negotiate, administer and ultimately sell" \$5m to \$10m stakes in industrial concerns, particularly those involved in natural resources. Kirwan-Taylor's capitalism is of the sturdy kind and a major incentive for him is

level executives at Bethlehem Steel and also, more tragically, two who took their own lives. Mr. Ell Black of United Brands and Mr. Walter Roberts, a Lockheed vice-president.

Critically, it would appear that the only victims have been those in companies which have been under real pressure and would have suffered by their continuing to hold executive authority. Others, more secure by no means less implicated, like Mr. Thomas V. Jones at Northrop, have managed to ride out the storms with relatively few concessions. Nobody here is seriously suggesting that every head of a multinational company



In and out at Lockheed: (left) Mr. Daniel Haughton, who resigned as chairman on Friday, and (right) Mr. Robert Haack, the former New York Stock Exchange president who has taken over the chairmanship on an interim basis.

Washington is not exactly spent on foreign bribes was five or politically naive. It is actually volunteered quite possible that nobody in the SEC, which saw anything untoward in dealing with Mr. Adam Kashoggi, the Saudi entrepreneur, was paid \$98m by Northrop, the commission is puny when matched against the overall size of the contract—\$2.6m. It is again alleged, Grumman, it is again alleged, paid \$28m for an Iranian deal, but it was worth \$2.2m. The offence only if the bribes are then deducted against American taxes, having been disguised as miscellaneous expenses. And even then detection is very hard—methods of illegal payments, "laundering" money, are now extremely sophisticated. Lockheed, for example, admitted that its Japanese payments were disguised by the issue of false receipts by a Hong Kong-based corporation; Braniff Airways admitted financing its illegal domestic political contributions by "selling" unrecorded tickets in Panama; secret Swiss, Lichtenstein, and Caribbean bank accounts are commonly used. As the Comptroller of the Currency has tacitly admitted, the American tax authorities have neither the manpower nor the expertise to track down all these channels. The Securities and Exchange Commission may have some limited leverage. It is seeking to establish that companies must disclose foreign payments in their proxy statements, but it is being challenged in the courts by, among others, Lockheed and Boeing, assisted by a brief from Dr. Henry Kissinger, who while deploring such activities, contends that disclosure can only harm American foreign policy. Temco, on the other hand, the latest to confess, and Ehrlichman.

**Foreign policy**

It is hard to substantiate the argument that there has been a conscious corporate effort to conduct an independent foreign policy, even though the activities of the companies involved have had an undeniable impact on American external relations. It is true that most of the companies involved have been in the extractive sector or engaged in Government-sanctioned military deals; it is true that most of the foreigners who have been bribed have been conservative. But then most businessmen, and particularly those in the aerospace sector, are themselves conservative.

**Quake studies**

Guatemala's recent earthquake was horrific in its human toll—latest figures put the number of deaths at 19,000—and presumably the long-term economic damage to the country will be severe too. But what if such a natural disaster should strike one of the world's business centres?

Most people, obviously, would rather not dwell on this sort of morbid question, but there are those doom-watchers who do tackle the calculations. Such a nightmare scenario has been done for Tokyo, and the results of the survey have been published here by the Reinsurance Offices Association.

It is based on the massive earthquake of 1923 round Tokyo,

**Watergate scandal**

They therefore say the most likely cause will be one of voluntary disclosure, a comparison may be made with the Watergate scandal. White House documents until Judge Sirica by getting McCord which, in turn, of floodgates. It was a flood of illegal financial contribution. President Richard Nixon pierced the corporate veil initially domestically internationally—which led to the state of affairs of non-clandestine activity, be considered safe for scrutiny. And this only may, be the most deterrent. Blowing it is now a major pastime country: it brought Haughton, Kottchian as just as it did Nixon, I hand, the latest to confess, and Ehrlichman.

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# COMPANY NEWS + COMMENT

## Booker forecasts 'comparable' profits

Booker McConnell yesterday forecast that 1975 profits "would be comparable" to those for the year 1974, in spite of a decline to £400,000 in the profits of the company's Guyanese trading interests.

A joint announcement from Booker and the Guyanese Government indicated that talks which are expected to result in the nationalisation of the company's operations in that country are to start shortly.

The 1974 financial year was outstandingly profitable for the company, which earned net profit of £3.6m, attributable to shareholders. Of this, £2.4m, came from Guyanese operations.

The directors said yesterday that 1975 sugar profits had fallen as a result of the Government levy.

The Guyanese levy on sugar in 1974 totalled £21m, approximately 44 per cent of Booker's sugar turnover. In 1975 the levy has been fixed at 57 per cent (£25m) of the sugar revenue of £37.1m. As a result of the levy, and heavy losses of production through strikes, the sugar subsidiary, Booker Sugar Estates (which is 97 per cent owned) is expected to have lost £750,000 in 1975.

### comment

The fact that 43 per cent of Booker McConnell's attributable profits, in the boom year of 1974, came from Guyana is less relevant now than the estimated £1m loss on its sugar estates last year and, in view of the Government's attitude to the export levy, the prospect of a serious loss in 1976. Despite the £2m downturn in Guyana (stemming wholly from the sugar estates), the group hopes to end up all square at the attributable level for 1975, thanks to a continuation of the recovery shown by the U.K. engineering interests (up by nearly £1m at the interim stage) and loss elimination in health and food manufacturing. Since 1969, when the U.K. accounted for less than a tenth of earnings, the group's acquisition path has not always been paved with success—the £620,000 pre-tax loss from Chemstart in 1974, two years after its acquisition is an example. The Guyanese investment—earning a tiny return, of course, at present—accounts for 42 per cent of group net worth: the amount and timing of compensation is uncertain at present as are the reinvestment plans. The shares, having slipped by a tenth this year, in 1974, are selling on 7.3 times 1975 earnings and yield 5.3 per cent.

See also Page 1

## Leyland India ahead to record £5m.

On sales ahead from £4.2m to £4.7m, profits, before tax, of Ashok Leyland, the Indian offshoot of Leyland International, increased by 10.7m to a record £5m, in the year ended September 30, 1975. Net taxed profits rose from £1.3m to £1.9m. Sales volume went up from 7,295 to a peak of 7,755 units. The company has commenced a major expansion programme to increase its capacity to between 10,000 and 12,000 vehicles per annum by 1978.

### HIGHLIGHTS

This week's company news list is dominated by ICI. On Tuesday, Imperial Metal Industries produces its full year figures and on Wednesday, another notable ICI subsidiary, Carrington Viyella, also reports on its full year. Wednesday also sees preliminary figures from P & O and Albright & Wilson, together with General Accident's important full year underwriting results from the U.S. On Thursday, ICI itself reports on its third quarter profits.

The results for 1974-75, were achieved despite severe power cuts which reduced the available working days by 10 per cent.

During the year significant progress was made in exports and orders are currently being fulfilled from Africa, the Caribbean and Sri Lanka. The biggest order came from Zaire for buses and spares worth £5m.

## Confident forecast by Richards

A forecast of further improved profits in 1975-76 for Richards—the Aberdeen textiles group—was made by the retiring chairman, Mr. R. B. Williamson, at the AGM.

Mr. Williamson recalled that in his annual report, he implied that first quarter results would be good. "In fact, they were excellent, breaking all records," he told members, and he is confident that, notwithstanding the costly reorganisation programme which will have an impact on the second half of the year, the final results for 1975-76 will still be ahead of those for 1974-75.

The chairman informed shareholders that the recently disclosed substantial interest in the name of Clydesdale Bank (London) Nominees, 1,250,000 Ordinary shares representing 10.42 per cent of the equity was held by the Scottish Northern Investment Trust, substantial holders for many years.

The following securities have been added to the Share Information Service: Fairdale Textiles "A" N.V. (Section: Drapery and Stores); Tollenatche and Cobbold (Section: Beers, Wines and Spirits).

## Midway loss by Heiton

Reflecting the depressed construction industry, particularly the private sector, turnover of Dublin-based Heiton Holdings decreased by £1m to £6.11m, in the half year to October 31, 1975, and a loss of £130,000 was incurred, compared with a pre-tax profit of £170,000.

For the year to April 30, 1975

there was a deficit of £351,116 after writing stocks down by £712,297 and after £153,049 losses on forward contracts.

Stock levels have been reduced substantially since last April and it is envisaged that no further write down will be necessary at the end of the current year, the directors state.

They stress that the recent Budget is largely negative, with increased costs, notably in distribution, coupled with a significant reduction in real terms in the capital programme for the building and construction industry. As before there is no Ordinary interim dividend. The last payment was 3.75p for a £250 total for 1973-74. The half-year loss per 25p share is shown at 3.04p (1.8p earnings).

	1973-74	1974-75
Turnover	2,999	2,888
Trading profit	6,111	7,111
Interest	138	412
Loss	149	1170
Taxation	5.7	2.8
Preference dividend	2.5	2.5
Excluding results of associate, consolidated balance	3.04p	1.8p

## Tribune Trust advance

BETTER pre-tax revenue of £295,228, compared with £233,278, is announced by Tribune Investment Trust for the year 1975, after an advance from £302,817 to £228,369 in the first half.

Year-end results are struck after expenses and miscellaneous items of £68,322, compared with £56,448 and interest charges down from £206,018 to £161,760. Earnings per 50p share are shown to be up from 12.2p to 13.05p and a final dividend of 8.5p net makes a total of 9.6p, against 8.5p.

Gross revenue for the year was £758,319 (£778,845), and tax absorbed £293,748 (£220,589). Net asset value per share was 75p (£440p).

## U.S. & General Trust

The directors of United States and General Trust feel that the construction industry, particularly the private sector, turnover of Dublin-based Heiton Holdings decreased by £1m to £6.11m, in the half year to October 31, 1975, and a loss of £130,000 was incurred, compared with a pre-tax profit of £170,000.

For the year to April 30, 1975

Prospects depend partly on a recovery in world trade and very largely on the success of Government policies to hold down costs, he adds.

During 1975 the rise in the proportion of funds in the U.S. was reversed, since the proportion in the U.K. increased from 43 per cent to 54.3 per cent, and that in the U.S. dropped from 44.8 per cent to 31.9 per cent. This reflects no change in policy but only the variation in market values.

As known, revenue before tax in 1975 improved from £693,507 to £761,442, with earnings per 25p share at 5.29p (£97p). Dividends in 1974 totalled 3.535p net.

London and Manchester Assurance held 12.84 per cent of the Ordinary capital at January 22, 1976. Meeting, 11, Wallbrook, E.C., March 10, 2.30 p.m.

## Leyland Paint to improve

ASSUMING there is no further deterioration in the economy, Mr. Bryan Jones, chairman of Leyland Paint and Wallpaper, believes there are encouraging signs of improvement in the wallcovering market. He reports that retail trading remains buoyant.

The company, he says, will benefit from the rationalisation of paint production, besides further improvement from Leyland Vinyls. The new collections launched in the summer by Paragon Wallpapers were well received both in the home and export markets. And since early September the volume of business has improved, particularly on the vinyl side.

As reported on January 28 with details of the funding operation, group pre-tax profit for the year to September 27, 1975 decreased from £9,96m to £9,42m, and there is no dividend, against 3.1025p net.

Reflecting overstocking in international wallcovering markets, the turnover of the export division decreased by 26 per cent, to £2,02m. However, overseas trading now shows a "definite improvement," says Mr. Jones.

A geographical analysis of turnover, in percentages, U.K. 89 (80); Europe 6 (12); Middle East (1); Far East and Australasia 2 (3); Africa 1 (2); America 1 (2). Meeting Leyland, March 18, at 2.30 p.m.

## General Funds Trust

Net taxed revenue of The General Funds Investment Trust increased from £187,179 to £200,088 in the year to January 15, 1976.

A second interim dividend of 2.5p makes a sum of 5.55p net total per 25p share.

Net asset value per share was 173.23p (£8.15p). Total assets, including 100 per cent of investment currency premium, amounted to £14.6m (£5.36m). Investment currency premium included £1.67m (£1m.) subject to surrender.

### BIDS AND DEALS

## S.W. Insurance acquisition from Armour Trust

Slater Walker Insurance has purchased Domestic and General Insurance Company from Armour Trust for £250,000, the first acquisition made by a member of SW Group since the crisis occurred last October. Consideration is being satisfied by the cancellation of £247,500 nominal 101 per cent Convertible Unsecured Loan stock, 1981/86, of Armour held by SWI.

Principal business of Domestic is the insuring of television sets, spare parts, tubes and manufacturers' warranties. Its net tangible assets are estimated at £230,000 and pre-tax profits for the year ending April 30, 1975, were £99,000. Gross interest on the cancelled stock amounts to £89,000.

SWI intends to maintain the existing business and will operate in conjunction with its own general insurance operations, although it does not at present transact television insurance. The saving on interest in the cancelled stock will ease the cash flow problem. Domestic's consolidated net tangible assets will be increased by £27,000—equivalent to 6.3p per share and bring the asset value per share to 20.1p.

Domestic was making profits, these could not be remitted to the parent because of solvency requirements. Only two weeks ago a Receiver was appointed to Ambion, the price of the housebuilding company of Mr. Frank Sanderson, a former chairman of Bovis. Mr. Sanderson is executive chairman of Lowe and Brydone.

Lowe and Brydone said there will be no change in the company's policy to continue to develop its printing interests alongside the growing housing development company, Lowe and Brydone. No changes are planned in the composition of the Board.

The company is now trading profitably and has the resources in terms of management and finance to continue its recovery at an accelerating pace.

## Assoc. Dairies £0.25m. land acquisitions

Associated Dairies has acquired the capital of Gaseley Properties, a private company whose sole asset is ownership of a 123 year lease on about 7 acres of land in Northampton with planning permission for a superstore which AD proposes to develop.

Ground rent is £12,500 per annum with 10-yearly reviews linked to the retail price index. Consideration is £75,000—£25,000 cash and 29,355 AD Ordinary shares. The vendors have no immediate intention of selling the shares.

AD has also acquired the capital of Anzo Holdings and the minority holdings in Rabee and in Strong-Mill, subsidiaries of Anzo.

Anzo, Rabee and Strong-Mill are private companies whose principal asset is the freehold reversion of land in Preston which includes the stores leased by AD.

Consideration is £175,000—£95,582 cash and 34,556 AD Ordinary shares.

## BICC buys Visibilti

BICC is acquiring Visibilti of Bickart for 304,918 Ordinary shares, valued at £250,000. Visibilti's main product is a road hazard warning lamp which meets the latest BS1 specification and has a long life.

Visibilti will operate under Industrial Reels, of Wigan, a member of the BICC Group. It is intended to centre production at Wigan but the phase-out of the Blackburn operations will be gradual.

## A. LEE STAKE IN GLOVER

Arthur Lee and Sons is purchasing 11,000 Ordinary shares of Glover Group, a private company which is supplied with certain raw materials by Lee. The vendors are largely members of the Lee family.

This will increase Lee's holding to 10.2 per cent of Glover's capital. Consideration is £16,000 cash and 154,000 Lee Ordinary shares which values the shares acquired at approximately £40,000.

In event of Lee acquiring a substantial holding in Glover within six months of completion, on terms which at the time are better than those paid to the present vendors, Lee has agreed to offer the higher price to the present vendors, subject to approval of Lee's holders. The Glover shares will be held as a trade investment.

## MARSHALLS PURCHASE

Marshall's (Hullfax) has acquired the capital of Kastone, a private company based at Saffrey, Notts. The consideration of around £250,000 has been satisfied by the issue of 323,632 new Ordinary shares of Marshall's of which 67,567 have been retained by vendors and the balance placed by E. B. Savory Miln and Co.

Profit before director's remuneration and tax of Kastone for 1975 was £64,907 and net tangible assets at that date were £140,082.

## GKN EXPANDS

Godwin Warren Engineering, of Bristol, specialists in security-based traffic control and railway equipment, has joined the Firth Cleveland sub-group of GKN.

## TRAFALGAR HOUSE ACQUISITION

Trafalgar House Investments has acquired the assets and goodwill of Rashleigh Phipps from the Receiver. The existing manage-

## Expansion aims Watson & Philp

ALTHOUGH THE present year circumstances, a bid will not be an easy one for Watson & Philp, the chairman, to members at end. This would be a bid to stand out to 129.63p per share in the way of a continued advance be paid out of it capital and interest.

He stresses, however, that this is subject to no new factors being introduced by the Government "to multiply our plans". During the year it is intended to pursue a "most active policy" on take-overs and/or new openings as the opportunities arise.

The November rights issue put the company in a strong liquid position to deal with budgeted trading for the current year, and will assist in financing take-over plans.

As reported on January 23 group 1974-75 profit increased from £515,000 to £578,000 in the 53 weeks to October 31, 1975, and the dividend is raised from 1.54325p to 1.9785p net.

Analysis of turnover (2000s) shows cash and carry £12,807 (£9,177); delivered grocery £7,679 (£5,454); catering £7,937 (£5,909); import and manufacturing £4,291 (£4,984)—total £22,714 (£16,524).

Industrial and Commercial Finance Corporation holds 15.4 per cent of the Ordinary. Meeting Dundee, March 11, at 3 p.m.

## Higher bonus from Friends' Provident

The Friends' Provident Life Office has announced that it is increasing its full rate of terminal bonus, as from February 12, to 20 per cent, attaching bonuses applicable to business in both the U.K. and the Republic of Ireland.

This partially restores the cut made at the beginning of last year in the U.K. rate, when it was lowered from 23 per cent to 15 per cent, and wholly restores the reduction in the Irish rate—from 20 per cent to 15 per cent.

The full bonus rate is payable on maturity for all with-profit endowment contracts and on whole-life death claims where the policy has run its expected term. In all other death claims—whole life and endowment—a reduced terminal bonus rate is paid.

## Chubb denies anti-trust breach

Chubb and Son, the safe manufacturers, denies any breach of U.S.A. anti-trust legislation. Whole life and endowment—a reduced terminal bonus rate is paid.

This transaction was completed on Friday and, following discussions during the day between the Boards, Ladbrokes said it would make an offer for the Preference stock of Totalisators on terms which would reflect a premium over the current market price.

The statement from the Totalisators Board said that while it is the offer for the Ordinary shares did not reflect the full potential of the company, it could not forecast profits because of the recent decline in attendances and high costs which could affect greyhound operations.

## EMU WINE BID APPROACHES

Following last month's announcement of approaches from a number of sources, the Australian Wine and Spirits M&S, which might lead to a higher offer than the 142p bid by W.A., the directors of Emu Wine Holdings now say discussions are now at an advanced stage.

They hope they will lead to such a higher offer and strongly advise holders to take no action with regard to the offer by W.A. Further advice will be posted to stockholders early this week.

## AURORA STAKE IN E. SUSSEX ENGINEERING

Aurora Holdings has acquired 3,578,616 Ordinary shares in East Sussex Engineering Group (about 27.94 per cent) for £772,907 cash. It is not the present intention of the Aurora Board to make an offer for the balance of East Sussex Ordinary shares.

## GRAND MET. DEAL COMPLETED

Grand Metropolitan has issued 2,433,988 Ordinary shares as the final part of the consideration for the acquisition by Mecca in 1970 of the outstanding minority in a subsidiary.

This part of the consideration has been calculated by reference to the profit of the subsidiary for the five years to September 30, 1975. The shares do not rank for the 1974-75 final dividend.

## THIS COULD BE A BAD YEAR

IF you own a fleet of cars. Or trucks. IF it's costing you a packet on depreciation and operating costs. IF you haven't thought about contract hire.

IF you haven't rung us yet for sound advice. 01-965 873

Godfrey Da Car and truck leasing

## Brown Shipley Exempt Fund

For Pension Funds and Charities Founders Court Management Services Ltd., Founders Court, Lothbury, London EC2R 7HE. Telephone: 01-600 8520

## GAZOCEAN



Financing of two phosphoric acid tankers

medium term loan of U.S. \$ 45,000,000

### CRÉDIT LYONNAIS

BANQUE DE PARIS ET DES PAYS-BAS

BANQUE LOUIS DREYFUS

BANQUE DE L'INDOCHINE ET DE SUEZ

SOCIÉTÉ GÉNÉRALE BANQUE NATIONALE DE PARIS

BANQUE VERNES ET COMMERCIALE DE PARIS

AMERICAN EXPRESS INTERNATIONAL BANKING CORPORATION

ALLIED BANK INTERNATIONAL BANQUE COMMERCIALE POUR L'EUROPE DU NORD (EUROBANK)  
BANQUE CONTINENTALE DU LUXEMBOURG S.A. BANQUE FRANÇAISE DU COMMERCE EXTERIEUR  
BANQUE DE LA SOCIÉTÉ FINANCIÈRE EUROPÉENNE BARCLAYS BANK S.A. PARIS  
COMPAGNIE LUXEMBOURGEOISE DE BANQUE S.A. CRÉDIT COMMERCIAL DE FRANCE  
DREYFUS BANK GROUP  
GROZENTRALE UND BANK DER ÖSTERREICHISCHEN SPARKASSEN AG  
INTERNATIONAL COMMERCIAL BANK LIMITED LA COMPAGNIE FINANCIÈRE

agent CRÉDIT LYONNAIS



December, 1975

This announcement appears as a matter of record only.

فانصة الأصل







## INTERNATIONAL COMPANY NEWS &amp; FINANCIAL MARKETS

## EUROBONDS

## Longer life for dollar issues

BY MARY CAMPBELL

FOR A brief moment last week, on Friday evening, there were no dollar-denominated Eurobond issues in the market. Most of the issues were priced at 91 per cent, borrowing had been priced at par, and no further issues had been announced.

After January's new issue total of over \$2bn, the Eurobond market certainly had every excuse for a rest. And early last week the currency unrest and the growing indications that interest rates were unlikely to fall further all combined to produce a cautious attitude. However, as the week wore on the activity in the secondary market suggested that there was still room for further

new issues. In fact, the indications were that interest was increasing at the longer end of the market.

On Friday night, the manufacturing arm of Michelin announced a \$600m, ten-year issue with an indicated coupon of 91 per cent. Banque de Paris et des Pays Bas is lead manager. Expected to-day is a \$300m, 13-year 91 per cent issue for the City of Oslo via Kuhn Loeb. Banque Nationale de Paris is launching a floating rate note issue.

Elsewhere in the market, Iceland's unit of account issue received a good response and was increased from U/A 13m to U/A 15m. The seven-year issue

## Margins squeezed at Protea

By Richard Rolfe

JOHANNESBURG, Feb. 15. FURTHER evidence of the margins squeeze developing in many sectors of South African industry comes with the interim figures from Protea Holdings for the six months to end-December.

Turnover of this conglomerate, which spreads across the electrical, chemical, building and paper industries, rose from R78.5m to R85.2m for the six months, but pre-tax profits

At the net level there was a slight hardening by R0.1m to R8.5m, but in per share terms the results shaded 0.2c to 16.2c, issued share capital of 670,000 shares to R25.5m. The interim dividend has been held at 3c.

The Board regards maintained profits as satisfactory in the general trading conditions, with cost increases the main adverse factor. Assuming no further deterioration, no change in the corporate tax rates, profits for the full year are expected to approximate to those of last year, suggesting earnings of about 33c.

Last year's dividend was 13c and the total this year could be a point higher, according to market opinion. At 120c, Protea yields a minimum of 10.8 per cent.

## AMEV sees two good years

UTRECHT, Feb. 15. AMEV said it expects good results in 1975 and subject to any unforeseen circumstances, also in 1976. No profit figures however are yet available.

In 1975 the growth in turnover outstripped inflation and the company's operating results were considerably strengthened.

Net profits in the first half of 1975 were Fls.15.7m (Fls.36.2m for the whole of 1974).

## Growth at Petrobras

RIO DE JANEIRO, Feb. 15. THE BRAZILIAN Government cut oil monopoly Petrobras said that the company's net profits in 1975 were \$660m, up 53 per cent on 1974.

Petrobras also confirmed that it will invest \$885m this year, in order to intensify oil exploration on the nation's continental shelf.

The amount quoted is almost double the total invested in 1973. Offshore drilling will be mostly off the north-eastern States of Sergipe and Alagoas.

## AUSTRALIAN WEEKLY LIST

Australian \$	Feb. 15	Feb. 6	Australian \$	Feb. 15	Feb. 6
Adelaide Petroleum	1.58	1.58	Adelaide Petroleum	1.58	1.58
Adelaide Petroleum	1.58	1.58	Adelaide Petroleum	1.58	1.58
Adelaide Petroleum	1.58	1.58	Adelaide Petroleum	1.58	1.58
Adelaide Petroleum	1.58	1.58	Adelaide Petroleum	1.58	1.58
Adelaide Petroleum	1.58	1.58	Adelaide Petroleum	1.58	1.58
Adelaide Petroleum	1.58	1.58	Adelaide Petroleum	1.58	1.58
Adelaide Petroleum	1.58	1.58	Adelaide Petroleum	1.58	1.58
Adelaide Petroleum	1.58	1.58	Adelaide Petroleum	1.58	1.58
Adelaide Petroleum	1.58	1.58	Adelaide Petroleum	1.58	1.58

## TEL AVIV STOCK EXCHANGE

Company	Price	Change	Company	Price	Change
Bank Leumi	204.5	-0.5	Bank Leumi	204.5	-0.5
Bank Leumi	204.5	-0.5	Bank Leumi	204.5	-0.5
Bank Leumi	204.5	-0.5	Bank Leumi	204.5	-0.5
Bank Leumi	204.5	-0.5	Bank Leumi	204.5	-0.5
Bank Leumi	204.5	-0.5	Bank Leumi	204.5	-0.5
Bank Leumi	204.5	-0.5	Bank Leumi	204.5	-0.5
Bank Leumi	204.5	-0.5	Bank Leumi	204.5	-0.5
Bank Leumi	204.5	-0.5	Bank Leumi	204.5	-0.5
Bank Leumi	204.5	-0.5	Bank Leumi	204.5	-0.5

## HONG KONG

Hong Kong \$	Feb. 15	Feb. 6	Hong Kong \$	Feb. 15	Feb. 6
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67

## SINGAPORE STOCKS

Singapore \$	Feb. 15	Feb. 6	Singapore \$	Feb. 15	Feb. 6
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67

## CANADA

Canada \$	Feb. 15	Feb. 6	Canada \$	Feb. 15	Feb. 6
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67

## BRUSSELS/LUXEMBOURG

Brussels/Luxembourg \$	Feb. 15	Feb. 6	Brussels/Luxembourg \$	Feb. 15	Feb. 6
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67

## NOTES: Overseas price credits

NOTES: Overseas price credits are shown at the time of suspension, and yield credits are shown at the time of suspension.

NOTE: Overseas price credits are shown at the time of suspension, and yield credits are shown at the time of suspension.

## JOHANNESBURG

Johannesburg \$	Feb. 15	Feb. 6	Johannesburg \$	Feb. 15	Feb. 6
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67

## CANADIAN WEEKLY LIST

Canadian \$	Feb. 15	Feb. 6	Canadian \$	Feb. 15	Feb. 6
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67

## GERMANY

Germany \$	Feb. 15	Feb. 6	Germany \$	Feb. 15	Feb. 6
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67

## MILAN

Milan \$	Feb. 15	Feb. 6	Milan \$	Feb. 15	Feb. 6
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67

## AMSTERDAM

Amsterdam \$	Feb. 15	Feb. 6	Amsterdam \$	Feb. 15	Feb. 6
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67

## COPENHAGEN

Copenhagen \$	Feb. 15	Feb. 6	Copenhagen \$	Feb. 15	Feb. 6
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67

## STOCKHOLM

Stockholm \$	Feb. 15	Feb. 6	Stockholm \$	Feb. 15	Feb. 6
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67

## TOKYO

Tokyo \$	Feb. 15	Feb. 6	Tokyo \$	Feb. 15	Feb. 6
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67

## OSAKA

Osaka \$	Feb. 15	Feb. 6	Osaka \$	Feb. 15	Feb. 6
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67
Amalgamated Rubber	1.75	1.67	Amalgamated Rubber	1.75	1.67

## NOTES: Overseas price credits

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## Indices

## NEW YORK

## DOW JONES AVERAGES

## Close

## Change

## 1975-76 High

## 1975-76 Low

## 1975-76 High

## 1975-76 Low

## 1975-76 High

## 1975-76 Low

## 1975-76 High











# FINANCIAL TIMES SURVEY

Monday February 16 1976

## MIDDLE EAST SHIPPING and PORTS

The Middle East is now the world's fastest growing trade bloc. The reopening of the Suez Canal and the expansion of Middle Eastern shipping lines are having considerable impact on the world shipping scene, but port congestion is a constraint.

THE almost exponential increase in petroleum prices over the past few months should surprise no one. Middle East countries have been about 20 per cent. of the \$155bn. recorded by the Organisation for Economic Co-operation and Development (OECD) showed the industrialised countries' exports (f.o.b.) for the first half of 1975 to have been up 92 per cent. on the same period of the previous year at \$21.5bn., which compared with \$27.6bn. for the whole of 1974.

In keeping with its relatively large population of some 33m. people, Iran has by far the largest capacity within the region for absorbing goods. The country probably imported as much as \$12bn. worth in the course of last year, or twice as much as Saudi Arabia, Iraq and Algeria whose purchases for the year amounted to some \$5-6bn. each. Next comes Libya and Egypt with imports in the \$3-4bn. range.

Actual usage of the Suez Canal in the past eight months has abundantly illustrated its advantages for dry cargo. Since it reopened for traffic on June 5 last year, the daily average of ships passing through the waterway has climbed from 12.6 in that month to 37.6 in January. No less than 91.7 per cent. of the vessels transiting last year were non-oil traffic. Particularly noteworthy was the number of Soviet and Greek ships — with the Russians accounting for a tenth of the total, 5,532 in 1975.

Only 8 per cent. of the vessels traversing last year were tankers, although in terms of tonnage they would have accounted for about 20 per cent. of the total — compared with 66 per cent. before the June War of 1967. For Egypt, 150,000 d.w.t. tankers fully laden and 270,000 d.w.t. VLCCs in ballast, giving Egypt a better chance to win back a significant proportion of the Gulf oil business. At a cost now estimated at \$2350m. (the equivalent of nearly \$900m. at the official exchange rate) Egypt will be in a good position to win back a substantial share of the oil traffic, according to present predictions.

However, the second stage of the expansion seems much more problematical. The aim is to deepen the Canal to 67 feet which would permit the transit of fully laden 270,000 d.w.t. vessels. According to current estimates, this phase would cost over \$4bn. and with so many variables involved in oil trade at stake it is impossible at this point to say whether such an investment could be justified.

Countries of the Gulf and Arabia have certainly benefited from the reopening of the Suez Canal — although the gains will have been more than offset by the enormous surcharges being incurred because of the acute congestion being experienced at nearly every port in the region. The same is true of North Africa. In general the Middle

East's appetite for imports and ability to pay for them has far outstripped the capacity to unload the goods. Port congestion must be seen as the second biggest constraint to the rapid development of the region after the shortage of skilled manpower. In most countries the problem has been compounded by lack of storage space and poor handling facilities.

By the end of 1975 the average waiting time for the Gulf as a whole was reckoned to be about 60 days. Nowhere has the failure to build up capacity in advance of demand been more apparent than in Iran. It is reckoned that surcharges resulting from port congestion will cost the country some \$1bn. in the current financial year ending next month.

Iran has made great efforts to circumvent congestion by using road transport, but inexorably the queues at both the Turkish and Soviet borders have lengthened. The \$1.2bn. loan facility extended by Iran to Turkey last year was aimed largely at helping with the improvement of overland transport facilities. Not surprisingly the Shah's Government reacted strongly when Turkey raised transit fees — and succeeded in Beirut which, in turn, has intensified the demand for Syria's facilities at Latakia and Tartous for the cross-country route to the Gulf.

Port facilities must necessarily take a significant chunk of capital investment apportioned to infrastructure in the region over the next five years. The scale of the expenditure in prospect can be seen from the fact that the \$800m. contract awarded for the construction of what will be Iran's biggest integrated port at Bandar Abbas and the \$600m. being spent by Saudi Arabia on a new harbour at Dammam.

## New factor in world trade

By Richard Johns

Congestion has proved contagious. For instance, Qatar's port at Doha seemed to be solving its problems last autumn as a result of improved handling and double-shift working until new pressure came from goods for onwards transportation by road to Saudi Arabia. More recently delays have lengthened at Kuwait because of the increased flow of goods for Jordan's Aqaba — where physical tonnage imported doubled last year — has felt the strain because of the calls made upon it by Iraq which has its own grave problems at the head of the Gulf. Traffic has been diverted through the Suez Canal because of intensified congestion at Beirut which, in turn, has

All its vessels will be merged into the United Arab Shipping Company, finally created last month by the inter-government agreement involving Kuwait, Saudi Arabia, Iraq, the United Arab Emirates, Bahrain, and Qatar, with a capital of some \$1.7bn. Although Iraq is not transferring its existing dry cargo vessels, UASC may have as many as 150 ships afloat by 1985. Despite its shortage of capital Egypt is continuing to expand its fleet. Iran and Iraq are building up their capacity while Libya has announced ambitious plans for a merchant marine.

It must be true to say that the growth of the Middle East's shipping capacity, like its import trade, is outstripping that of the rest of the world.

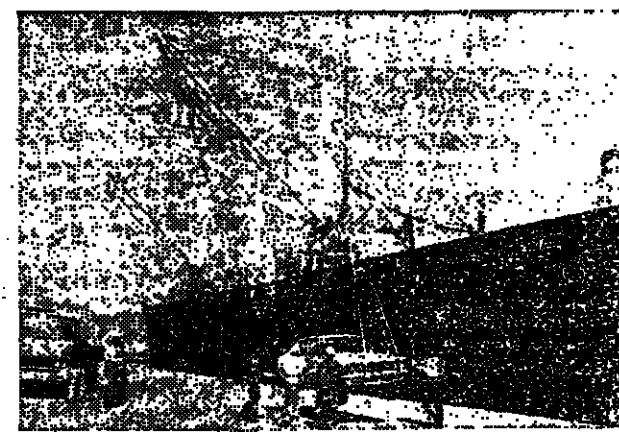
## PORT QABOOS — OMAN'S GATEWAY TO ARABIA



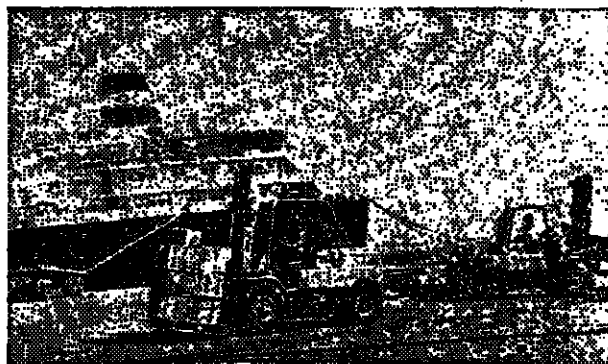
Part of the Port complex



Cargoes unloaded directly into transport for immediate delivery



Vehicles being loaded at Port Qabooos



Modern equipment speeds unloading

It is literally true that the Omani people's close affinity to the sea and ships goes back to time immemorial. Centuries ago, Omani seamen were sailing their picturesque dhows to what is now Indonesia, and other countries of the Far East, to bring back spices and a variety of rich merchandise for sale in the markets of the Arab World. With such a tradition, it was not surprising that, on coming to power in 1970, Sultan Qabooos should give instructions for the development of the existing small harbour at Muscat, Oman's capital, into a modern deep-water port capable of accepting international shipping.

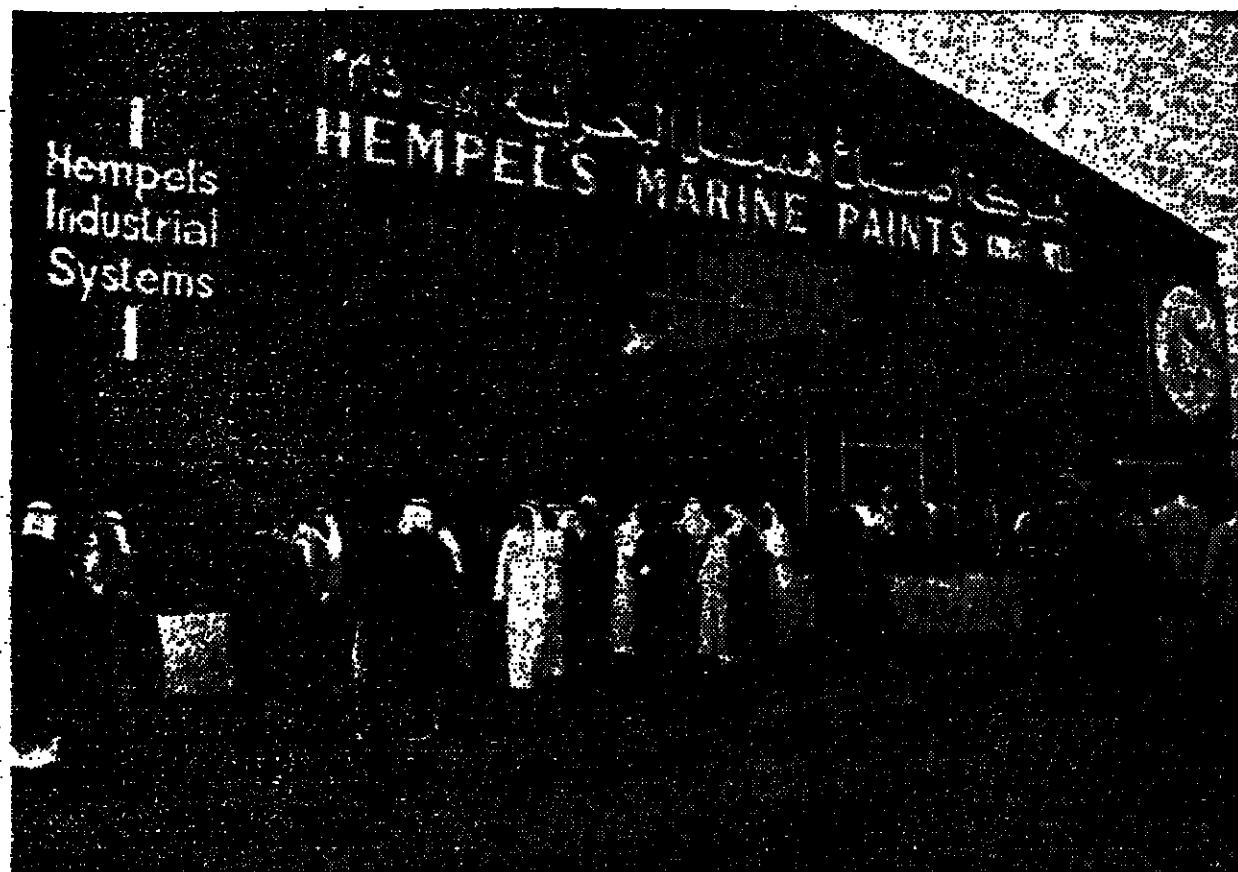
With the official opening of Port Qabooos in 1972, Oman had harbouring facilities worthy of the modernisation and development which has made Oman a by-word for progress throughout the Middle East.

Last year, in addition to shipping from Arab countries, 430 ocean-going ships from 18 of the world's largest trading nations — including Great Britain, Japan, West Germany, Singapore and the United States — called at Port Qabooos. Cargo handled totalled 1,575,938 net tons, an increase of almost 25% over 1974. Commodities included: wheat, sugar, timber, vehicles, rice and building materials of all kinds.

Bulk grain and cement silos, a warehouse complex, and fish cold storage facilities are to be built during 1976. Ship repair capabilities are also to be expanded. Additional modern equipment is to be installed, to speed handling and turn-round.

For further details please get in touch with:  
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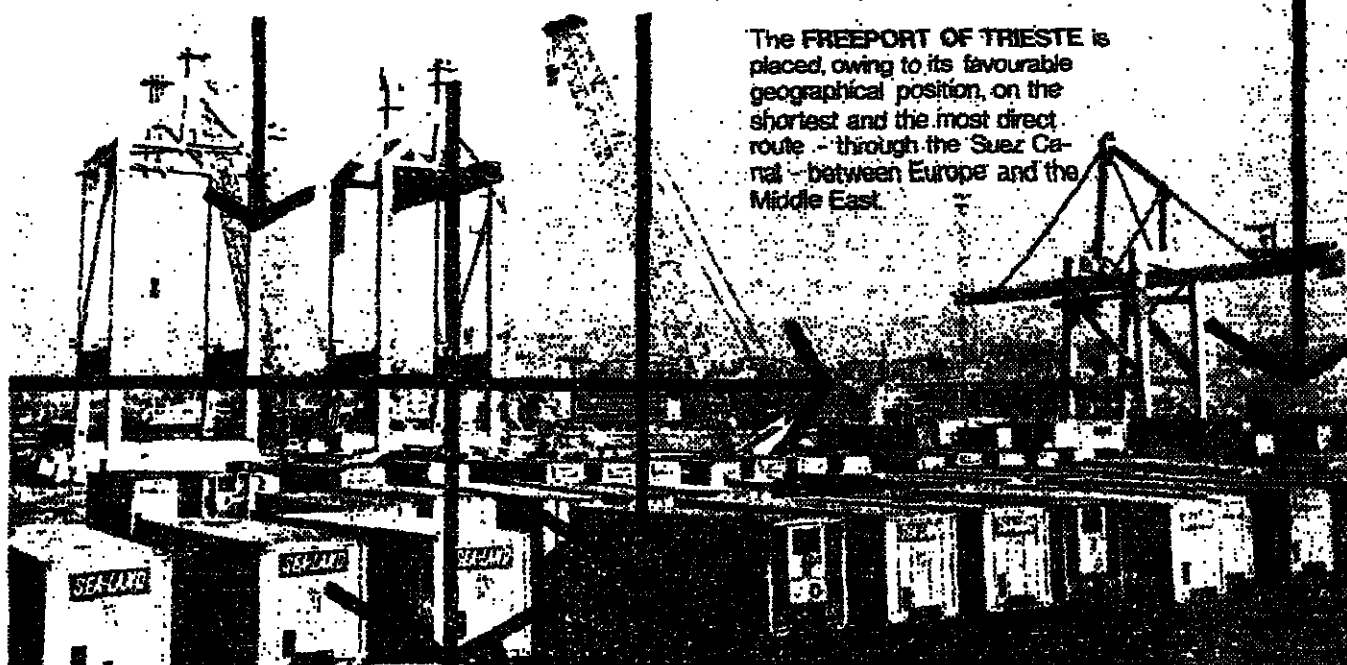
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# Gentle expansion of tanker fleets

WHILE THE Middle Eastern nations' intention to move into "down-stream" oil operations is potentially a threat to the interests of oil companies and independent tanker owners alike, their cautious implementation of this policy last year has been a disappointment to many an owner who hoped to find a Middle Eastern purchaser for at least some of his surplus tanker tonnage.

With the number of idle tankers at 500-odd and rising, the Arabs might have been expected to take advantage of the second-hand market by scooping up a large volume of tonnage at the bargain prices currently available. It is a fact that a number of favourable deals have been made, but generally the Arabs have avoided a rapid expansion of their tanker fleets. Some want to see if tanker prices will fall still further, while all Mideast countries appear aware of the possible constraints on a too rapid growth of their shipping activities. Given that the world tanker surplus will almost certainly depress prices until 1980, and possibly beyond, the Arabs clearly have more time both to build up a fleet operating infrastructure and to develop flag preference arrangements which will almost certainly be used to maximise their advantages as producers.

## Forays

Thus the relatively gentle expansion of Arab tanker fleets over the past 12 months. Some of the new acquisitions have been made by judicious forays into the sale and purchase market and others by a rescheduling of new building contracts. During the year the Saudi Arabians paid \$6.3m. for the Berge Sigval, a 102,504 dwt vessel which rather surprisingly was not laid up. The Kuwait Oil Tanker Company took advantage of plummeting tanker values to purchase the 1973-built Very Large Crude Carrier (VLCC), Takasaki Maru, for \$18m.—roughly \$5m. less than the probable cost a few months earlier.

Algeria appeared to do even better in the autumn, picking up the John I. Jacobs' Teakwood for \$15m. The estimated cost of this tanker on its completion last July was \$20m. But the world tanker surplus has not worked wholly in the favour of all Arab tanker operators. Those such as the Arab Maritime Petroleum Transport Company, which have new vessels on order, would generally prefer at this time to take advantage of the second-hand market rather than accept delivery of ships ordered when tanker prices were at or near their peak. With evident satisfaction, AMPTC recently announced a partial solution to its problem: the cancellation of two of the four Ultra Large Crude Carriers it has on order from German shipyards. The novel feature of AMPTC's solution was that the company could legitimately claim to have softened the cancellation blow suffered by the German shipbuilders on terms beneficial to the Arab company.

In the case of the Bremer Vulkan yard, AMPTC was able to cancel one ULCC while taking delivery of a sister ship built to a Norwegian owner's account. As part of this arrangement the Norwegian will buy two ships from Bremer Vulkan, thus providing on-going work for the yard. "Although AMPTC will also pay Vulkan an agreed cancellation charge, it will in turn benefit from the advantageous price at which the Norwegian owner will be happy to sell to them," was AMPTC's bland summation of this deal. Similarly, at A.G. Weser AMPTC was able to come to the assistance of a troubled shipbuilder in a move which at the same time clearly profited the Arab company. Here one ULCC was cancelled, and in return AMPTC will purchase a similar tanker built before the contract was completed.

AMPTC, which is owned by nine Arab countries, including Algeria, Libya, Egypt, Iraq, Kuwait and Saudi Arabia, has indicated that it is still in the market for more vessels. This was emphasised recently in the statement announcing the German deal. Without a trace of irony Mr. Abdul Rahman Al-Sultan, AMPTC's vice-chairman and managing director, hoped that by purchasing smaller crude carriers or possibly the vessels of the LNG or LPG types from owners suffering from the depressed state of the market "AMPTC could render real assistance to those owners and at the same time meet the requirements of the world petroleum market in the future." It goes without saying that the needs of this market could be more than met in the foreseeable future without any changes in the current pattern of ownership. However, the Arabs are determined to take a larger stake in oil transportation.

While they are assessing the long-term implications of this strategy some oil companies and independent owners are looking to joint ventures with Middle Eastern nations as a means of easing their current excess tonnage problems, with the possibility of influencing future developments. Many such ventures have been under discussion and some, including the BP-Iran link-up have actually materialised, but the going has proved tougher than some tanker operators had feared. With 19 tankers totalling 3.3m. dwt on order to Middle East owners, it appears that they will want to digest this tonnage before substantially adding to their fleets either through joint ventures or heavy second-hand purchasing. Some observers see better prospects both for joint arrangements and for Western shipyards in likely Middle Eastern demand for product carriers.

Refinery projects in the Gulf should give birth to a substantial trade between the Middle East and Europe, North America and Japan, and it seems likely that some Middle-East oil producers will seek joint ventures to ship the products when they become available in large quantities.

However, it still remains to be seen to what extent "out-

sider" participation oil products transport be circumscribed by preference policies Arab countries are imposing their own flags. For example, is draft time law of its AMPTC's fleet is due to sail under this flag already has decreed cent. of its direct : be transported in it and this has obviations for the LNK which will form a n that trade over t years.

## Share

However, it is b clear that the Ara decided how much they want to be res transporting over decade. Despite OP in overcoming trad divisions on a rang no clear consens transportation ques emerged beyond ag the producer coun have a larger share ness. A senior exee Kuwait Oil Tanker for example, has as saying that the aim to carry 60 i their oil in their o 1980 But this look prospect since it w the acquisition of VLCCs over the years. Mr. Al-Sulta on the other han cated a more realis 63 vessels aggreg d.w.t.

However, the OI policies which hav the riches underp time expansion by have also served to major element of about the future operations. Until consumption and ti prospect becom "gently does it" is main the major Arab tanker plans.

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However, it still remains to be seen to what extent "out-

Shipping C

editor

# Suez Canal ambitions

WHEN PRESIDENT SADAT reopened the Suez Canal last year the move that offered proof of Egypt's peaceful intentions also brought in revenues of EE75m. (£96.2m.) by the end of the year and should generate EE210m. in much needed foreign currency in 1976.

Since the reopening on June 5, 1975, traffic in the Suez Canal has crept steadily up, faltering in October/November, to today's average of 35 ships a day, more than half the figure before closure in 1967. Appropriately a record number was recorded earlier this month at a ceremony marking the start of the first stage of the project to widen and deepen the channel, when Mr. Mashour Ahmed Mashour, chairman of the Suez Canal Authority, announced that 54 ships would transit.

But while numbers climb back towards the heights of 1966 when 240m. tons passed through, European cargo lines have not rushed back except for the Germans. European lines have been sending cargoes through on an ad hoc basis, though Cunard is now sending more vessels through, according to shipping agents in Egypt. The Russians, though, have raced to use the canal.

The nature of vessels in the canal has altered as well, with oil tanker traffic taking second place far behind dry cargo ships. To the disappointment of the return of tankers has been slow, making up only one-fifth of traffic—a far cry from the two-thirds in the old days.

"The whole situation in world shipping has drastically changed since 1966," said one Egyptian shipping agent. "With a maximum draught of 38 feet the very large crude carriers (VLCCs) cannot get through. Tanker sizes have changed beyond recognition."

The problem is in the hands of Mr. Mashour. When the Canal reopened he had raised dues 90 per cent, which the International Chamber of Shipping pronounced satisfactory. But oil tankers which provided over 70 per cent. of revenue in 1966-67 are slow to return. Passenger ships are thin on the ground, cruises having almost priced themselves from the market. Warships and auto-carriers slip through now and again while container ships are

avoiding the Canal, their owners disgruntled at what they consider an unfair 10 per cent. surcharge imposed by the SCA. Commonest users are small dry cargo ships under 10,000 tons. For Egypt, canal revenues flowing in now are a drop in the ocean compared to the huge investments proposed for development of the Suez Canal zone. Long-term plans for expansion throughout the region will top \$6bn. Planners believe the master plan development for Port Said, Ismailia and Suez could cost around \$3bn. for each.

In all three towns, unemployment is rife, with largest numbers working on construction, the key employer. New satellite housing developments are impressively far towards completion. But everywhere the visitor is conscious of the other triumphant sight of ships gliding silently along the reopened waterway.

Hand in hand with reconstruction of the battered region is the development of free zones, which Egypt is dangling before the much-wounded but so far little seduced foreign investors as a means of passing bureaucratic blockages and onerous financial regulations.

Much publicised and little defined the "free zone city" of Port Said has now lurched into operation. Last June a surprise announcement that it would be a "free city" sent experts running from London to see the implication on the work of the British Port Said planning consultants. Definitions and impli-

Port Said's status was discreetly redefined. Six customs gates separate the zone from the rest of Egypt. The city is duty free except for alcohol and cigarettes while customs still operate within the harbour and all imports for local use bear 11-13 per cent. dues.

Goods for Egypt pay no dues but are subject to customs at the external "check-points" inside Port Said. Three areas have been set aside for immediate free zoning plans, one within the harbour for storage of perfumes, alcohol and cold stores.

Early signs of what will be a thriving smuggling industry are apparent—they were dramatically highlighted in a shoot-out last month between police and a gang in the village of Manzala, near Port Said, in which five died; and 23 were injured in a machine-gun battle.

A more serious issue than smuggling is the economic role for the Egyptian economy played by the free zones. Mr. Osman Ahmed Osman, Minister of Housing and Reconstruction, wants the whole zone to go free once the Port Said zone develops successfully. But Mr. Farouk Abdel Fattah, in charge to make a floating pip of free zones in Port Said, admits that he is having difficulty getting manufacturers in VLCCs so one should He said 18 projects had reached the stage of paid up rental for the Port Said sites but they were all storage activities.

Planners have voice Port Said could be age and redistribu for the Middle East the original objectiv manufacturing and zone. While free zonit slowly, the wide deepening of the S already under way. part of work in the which will permit ships of 53 feet drau is contracted to a Jay pany, Penta-Ocean C which has two dredg and a third giant dr on the way. The SC for the work with a loan from Japan's Economic Co-operatio

Mr. Gandhi el Hinc of the Canal Shippin Company, believes th be a full public Egypt about long-t development plans. tains, "the econon is the question of Nor changing world t shipping patterns. will be reduced as refining is done up Arab countries. We the Gulf to Europe to the Canal reduces th culty getting manufactu in VLCCs so one shou their future develop

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# Red Sea and Gulf congestion

E-UP of ships waiting at Jubail, 90 kilometres to the north of Dammam. The new port will serve several big industrial projects planned for the area including refineries, a petrochemical complex and a steel mill. Over \$500m. will be spent on the project, which involves the building of six deepwater berths, capable of taking ships of up to 25,000 tons, an ore berth, a sulphur berth, a port of Beirut, an six bulk berths and three transit point for liquid and gas cargoes.

Facilities will also be increased at the Red Sea ports of Jizan and Yenbu, which have of Iran that their now ranks as the country's development plans include linking by road many of the smaller towns in the west with ports on the Red Sea. This should ease congestion at Jeddah and tie in with projects which are being considered for the industrial development of the ports at Yenbu, Al Wajh and Duba. These ports will be connected by the new Red Sea highway now under construction, moving north to Jordan and south to Yemen.

Productivity has been improved by the introduction of shift work to make better use of existing facilities, and the Red Sea and mechanical handling of cargo on the Gulf coast has been increased. Dammam ports will get the present management of the Saudi Rail for port and road ways with a new port authority. By the end of the year, the port will have 18 new berths. The International Group and recently won a \$310m. contract to extend and dredge the port. The port is the largest deep water port in the Gulf. It is to be extended by another 22 berths in an \$85m. contract won by the Costain-Taylor Woodrow consortium. The Government is also considering the construction of another port at Jebel Ali, 30 kilometres from Port Rashid. It had been expected that this

new port would mean the abandoning of expansion plans for Port Rashid, but apparently the Government thinks there will be sufficient traffic for both. Sir William Halcrow and Partners is carrying out a preliminary study of the second port, and is working closely with Sunningdale Oils of Canada which is building a gas liquefaction plant at Jebel Ali and British Smelter Construction which is building an aluminium smelter nearby. Both groups have pressed for a second port which would mainly serve the two projects.

**Transit**

Doubts have been raised about the wisdom of the smaller Gulf states scrambling to build sophisticated ports without any co-ordinated planning. Alongside Dubai's two ports, three other Emirates have plunged into port expansion. Ras Al Khaimah has signed a \$40.5m. contract for the first phase of a port project that will be completed by 1977. Further up the coast contractors are building a port at Sharjah, with six deepwater berths and container handling facilities. Expansion at Abu Dhabi's Mina Zayed port involves the construction of 18 additional berths. Bahrain also intends to expand its port at Mina Sulman to cash in on the increasing transit trade to the hinterland.

Iran's port problems almost defy solution. Over 200 ships are waiting to unload about 1m. tons of cargoes at the country's two main ports, Khorramshahr and Bandar Shahpur. Dockers at Khorramshahr are working round the clock and unloading an average of 8,000 tons six months ago, but the warehouses have a backlog of 800,000 tons. Congestion is calculated to be costing the country \$1bn. a year. Condotta d'Acque di Italy has won a contract to construct a commercial port and infrastructure costing \$1bn. at Bandar Abbas. The port will be on the Straits of Hormuz and will have 6.5m. kilometres of wharves. Bandar Shahpur will be extended by a further 28 berths, and a \$25m. container terminal equipped with a computerised control system is being built in Tehran.

Government officials admit there is little chance of improving productivity in the ports in the near future. They are planning their hopes on bringing in more imports on the road and rail links. Over 7,000 lorries are arriving each month from Europe. Cargo is also coming along the Iran Turkish railway, the Iran Russian railway, and through Pakistan's Karachi port and along the Baluchistan railway to South-Eastern Iran.

But the overland routes are jammed with the burden of imports, and the recent decision by Turkey to raise toll dues has tied up thousands of lorries on the Iran-Turkey customs point at Bazargan. The congestion at the customs points has been worsened since the Shah's drive against profiteering and hoarding. When the Government ruled that prices should be fixed on the basis of the customs invoice plus a percentage of profit, traders who had under-invoiced have left huge amounts of goods at the customs points.

In an attempt to open up the overland route, the Iranian Government has promised Turkey \$12bn. of credits to improve transport facilities. This includes the construction of a transit highway between the port of Trabzon and Gurbulak, Khorramshahr, and the improvement of the Ankara-Erzurum highway, and the expansion of the port of Trabzon and the Van-Tatavay rail link. But if these projects aren't carried out, and the ports can't improve their productivity, Iran's ambitious leap for industrial growth will be severely damaged.

Bruce Barnard  
Seatrade

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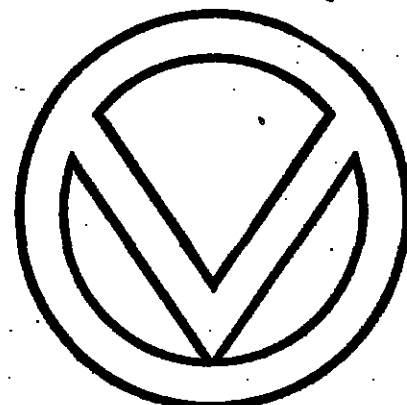
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# Mediterranean ports

TS that the port of war-torn Lebanon is in will be welcomed by firms operating in the Mediterranean. But what has become a congestion, high and long waiting almost all Mediterranean in the Middle East Africa.

begin returning to Beirut at the beginning of the month and by last (February 9) the port was direct shipments, to shipping sources.

Transit operations in the hinterland and Iran, are not expected to be in some time, in part of the flight of the Iranian workers who had he port. Most of now taken up jobs unloading building under way in Syria replacing them with workers could take

air remains closed shipments, congestion in the Mediterranean is expected to increase. Originally bound for in Jordan and Iraq being diverted to the port of Aqaba. A commodity/sea and road/sea the Black Sea port of in Turkey is also as an alternative to it is the Mediterranean in Syria which are the biggest overload.

**Expansion**

Facilities are also strained at most North African ports along the Mediterranean coast but, by the standards prevailing in the eastern Mediterranean, ports in Morocco and Tunisia are relatively uncongested. The use of more container units at Morocco's big ports, particularly Casablanca, and of lighter barges to facilitate unloading have helped the country to absorb a big rise in imports. These totalled \$700m. in the first six months of 1975, 48 per cent higher than in the same period in 1974. Several big port expansion projects are also planned in anticipation of an even higher increase in imports and to provide for increases in exports, particularly phosphates and citrus fruits. A Romanian firm is building a new port at Nador on the Mediterranean which will serve primarily as an outlet for iron ore shipments but which is also expected to absorb some industrial imports. Quay installations and equipment at the port of Tangier are also being replaced to provide modern storage, loading and unloading facilities. Work on building a new 1,350 metre jetty at the port of Casablanca is to begin this year and new ports to handle phosphate exports are planned at Jorf el-Asfar and at Essauira on the Atlantic coast.

A rigorous Government programme to ease heavy congestion at ports in Algeria has helped relieve the situation somewhat but given the country's massive spending on industrial plant, heavy machinery, building materials and foodstuffs, only a long-term programme to develop the country's port and transport infrastructure can provide a permanent solution. A crack-down on the country's public sector companies which found it easier to leave imported goods

materials on the quays or in port warehouses rather than build their own storage facilities began in the autumn of 1974. By last spring about a third of the 180,000 tonnes of merchandise stored at the port of Algiers had been removed. By October 24-hour working schedules were in effect at most of the other ports in Algeria, including Annaba, Mostaganem, Oran and Arzew. Customs clearance procedures for the public sector companies have also been relaxed and duty fees reduced. Delivery of the first of 23 electrically-operated dock-side cranes being built with equipment provided by Stothert and Pitt has also begun.

The expansion of grain silos at Oran and Annaba plus the supply of new warehouse and lighting equipment to other ports since November illustrates the priority the Government is giving to temporary measures to ease congestion until the bigger infrastructure projects can be completed. These include the construction of a massive new port to handle dry cargo, liquefied natural gas and oil, 60 miles west of Algiers. A Dutch firm is designing the plans for the port which, when completed in 1985, is to handle between 6.5m. and 8.5m. tonnes of imports and from 9.5m. to 13m. tonnes of exports a year. This would outstrip Algiers port itself, which is not expected to handle more than 6.5m. tonnes by 1985.

Tunisia is also carrying out major improvements to both its port and transport systems. A network of three ports, with separate facilities for general merchandise, minerals such as phosphates, and oil is under construction at Gabes, the site of a projected new industrial complex. The port of Sfax is also undergoing an expansion programme including the construction of a 220-metre quay and two new wharfs.

Port congestion in Libya is estimated to cost the country some \$75m. a year. Surcharges at the port of Tripoli in the west are among the highest in the Middle East. Both Gabes and Sfax in Tunisia are handling some of the overload caused in part by the lack of modern facilities at Tripoli and at Benghazi, Libya's other major dry cargo port. The country's big development programme, on which it plans to spend \$12bn. over the next five years, is expected to increase

congestion even more. Imports required for projects under the last three-year development plan (1973-75) were estimated to have totalled 10m. tons or about \$3.3bn. by September.

To handle these imports, the Government is embarked on a massive port building programme. The first stage of the expansion of the Tripoli port and harbour began in 1971 and was due to be completed at the end of last year. A second stage, estimated to cost \$100m., will add new breakwaters, quay walls, container berths, and storage facilities. Work on constructing new deep-water berths, storage sheds, roads and administration buildings is to begin later this year. The Government hopes that when the expansion work is completed, waiting time at the port will be reduced to around five days. Another major port and harbour project at Benghazi is now out to tender and, when complete, should expand the port's annual capacity from about 1m. tons to more than 4m. tons. A virtually new port is also being built at Ghazal, near Misurata, which is to expand capacity from under 500,000 tons to 2.5m. tons a year. Other expansion work is under way at Derna and at Marsa al Brega, the oil port.

**Capacity**

A major new Mediterranean port is also expected to be built in Egypt, at Dakhelia west of Alexandria. It will be part of a new industrial city which is to be built to accommodate the heavy industries Egypt hopes to set up over the next five years with aid from Saudi Arabia and other oil-rich countries. The new port is to be commissioned in 1978 and handling capacity is expected to rise eventually to 20m. tons of freight a year. Handling capacity at Alexandria, the country's main Mediterranean port outside the Suez Canal area, is also to be expanded from its existing 13m. tons a year. While waiting time there is low now—three days or less—it is to be put under strain by the increased imports the country will need for its Five-Year Development Plan (1979-1980), which is expected to involve expenditure of up to \$11bn.

Pamela Ann Smith  
Middle East Economic Digest

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## Domestic fleets aim to win dry cargo trade

SINCE THE OPEC oil price of this booming trade for rises, the Middle East has developed rapidly into a major market for the world's industrialised oil-dependent nations anxious to offset their spiralling oil import bills by exports of machinery and consumer goods.

Not only are the Arab nations anxious to add to the value of their basic resource by seeking a larger share of oil transportation but they are also aiming to carry a significant proportion of their imported dry bulk goods in vessels belonging to their national fleets.

Exports to the Arab world have jumped dramatically since the end of 1973 and on present trends the Gulf could rank among the top six trading areas of the world by 1980, with an import level equal to the U.K. The massive increase in Arab liquidity following the OPEC price rises immediately sucked a large volume of extra imports into the oil-producing area. For example, imports into the Middle East from the U.K. jumped during the nine months January to September 1974 43.9 per cent. above levels in the 1973 period, America's exports rose 99.7 per cent., goods from Japan increased by 199 per cent., while France and Italy were able to export 44.6 per cent. and 67.5 per cent. respectively more than the year before.

Arab shipping policies are now directed at winning a slice

## Delivery

The Arabs have, in fact, put more emphasis on ordering dry cargo ships than oil tankers, and their business has been a welcome boost to shipyards specialising in this type of tonnage. Britain's Govan Shipbuilding, for example, is building 13 multi-purpose dry cargo ships of 23,000 deadweight tons for the Kuwait Shipping Company (KSC). This company has become one of the fastest-growing cargo carriers in the Middle East. Apart from the ships being built at Govan, KSC's 47 ships it is operating, or has on order, include a batch of 15 vessels to be delivered from Hyundai of South Korea at an overall cost for the 23,000 dwt vessels of £85m. This deal raised some eyebrows and was interpreted by some people as an implied criticism of Govan's capabilities. However, it appears that KSC was eager to take quick delivery of these ships so as to capitalise on the trade boom. Govan's order book was too crowded to satisfy KSC's delivery requirements. However, it is unlikely

that Govan could have matched Hyundai's price and the net result is an obvious bargain for KSC.

The company pays cash for its ship orders out of capital, cash flow and State loans. In common with other major Middle Eastern national shipping lines it claims that it operates on a purely commercial basis without hidden subsidies. After less than ten years as a shipowner, KSC's growth has been impressive and has clearly confirmed the Kuwaiti Government's enthusiasm for shipping investment. Its policies recently achieved some success with the creation of the Gulf Shipping Company whose nucleus will be provided by 26 KSC ships. Creation of such a shipping company has long been a Kuwaiti objective but its plans have been repeatedly delayed by the reluctance of Qatar to join. However, this has now been overcome and five other States, Qatar, Bahrain, Saudi Arabia, Iraq and the United Arab Emirates have agreed to provide jointly 20 other vessels for the Gulf company's fleet. According to the Kuwait Finance Minister, Mr. Abdel Rahman al Atiqi, the new company will have a capital value of 500m. Kuwaiti dinars, of which KD180m. will be paid up immediately. Mr. al Atiqi is reported to have said that the new Gulf company will have 100 ships in operation by 1980 and

150 by 1985. Other prospects outlined by Mr. al Atiqi at last month's meeting of Gulf States to set up the new company include the purchase of a range of specialised ships capable of ferrying fully loaded trucks of up to 100 tons each.

Thus, it would appear that Gulf Shipping will be in the market for a substantial number of new vessels over the next three years. At the moment, however, KSC remains one of the Middle East's major purchasers of new ships, although its orders form only about one-quarter of the dry-cargo ships due to be delivered to Arab nations by 1978. Egypt, in fact, has more ships on order, albeit they amount to a smaller tonnage. Among the 38 ships being purchased are a number for the nationalised Egyptian Navigation Company, whose small fleet will soon include several two-deck liner-type motor vessels. Four of these 7,900 dwt ships have been bought from the Okura Trading Company of Tokyo for around \$8m. each and are to be built by Kurushima Dockyard for delivery by the end of May. With the reopening of the Suez Canal, the Egyptian Navigation Company reckon to have good prospects for increasing its share of inter-Arab trade. At present it has to charter a lot of tonnage and up to now its most important trade has been

to Northern Europe, although a 30 ships by at least

service to the U.S. was started last year. In a further move to ease its shortage of ships, the Egyptian Government has now cleared the way for private interests to set up shipping companies and within a short time of the passage of an enabling decree two private companies were formed.

Egypt has only to look to its vast new complex, the Compagnie Nationale Algerienne de Navigation (CNAN), a possible model sea cadets, to prepare officers for ex-amar master's, mate's and all categories of personnel. In addition, the company is expanding its dry cargo liner fleet in support of the Algerian Government's aim to carry at least 50 per cent. of the nation's seaborne trade. Algeria has signed 50-50 agreements with France, the Soviet Union, East Germany and Bulgaria. CNAN's expansion plans also include more regular liner services to the north Russian ports and later to Brazil, Cuba, the Gulf, Japan and China. This could mean expanding its present fleet of more than

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## Growing demand for repair facilities

WITH OR without the re-opening of the Suez Canal the development of shiprepair facilities in the Middle East would have attracted the interest of both local and traditional shiprepairing interests. Unlike shipbuilding, the business of repairing, maintaining and surveying ships is one which shows a relatively quick return on capital and is a useful outlet for the suppliers of marine equipment and material. The depth of interest in the growing demand for such material is reflected in the new production unit being built by International Marine Paints at Dubai. The company, International Marine Gulf, due to be operational in July, will supply a wide range of coatings for ships docking and undergoing repair in the area.

The whole coastline offered by the Middle East countries has great potential for ship repair activities and although there are currently 34 shiprepair companies in the area there is at present a shortage of drydocks for very large vessels. By mid-1977 this deficiency will have been made good when the giant shiprepair complex at Bahrain becomes operational. This will be followed by another large undertaking at Dubai with facilities for ultra-large crude carriers, that is vessels of over 250,000 dwt.

At the smaller repair yards the expansion has been on a modest scale—with certain exceptions such as the United Arab Shipbuilding Company at Alexandria which recently took delivery of a West German-built floating dock capable of taking vessels of up to 20,000 dwt.

At Kuwait the Government-owned shiprepair facility has contracted with Ferrostaal A.G., Essen, for a caisson-type dock with a length of 190 metres and a breadth of 40 metres capable of taking vessels of up to 45,000 dwt.

All the major financial investment has been put into the developments for shiprepair at Bahrain and Dubai—with the possibility of further large projects at Bandar Abbas, Bandar Shapur and at the latest site Ajman in the United Arab Emirates.

Shiprepair facilities at the eastern end of the Mediterranean are concentrated at Alexandria and Haifa, the Egyptian facilities including the Alexandria Shipyard (vessels of up to 85,000 dwt.) and Port Said there are the Suez Canal Authority repair slips for vessels of up to about 5,000 dwt., the Port Said Engineering Works and the Canal Naval Construction Company with seven small slips.

Limited repairs can be made in Israel at Ashdod and at the Israel Shipyards, Haifa, where there are facilities for vessels of up to 20,000 dwt. using a floating dock with a 7,000-tonne lift. These yards are already enjoying the benefit of the reopened Suez Canal with the emphasis on the smaller vessels.

Since June 5 last more than 5,000 vessels have passed through the Canal and it can be assumed that many of them have used the maintenance and repair facilities in the area.

As early as 1968 the Organisation of Arab Petroleum Exporting Countries were considering the building of a large drydock facility in the Arabian Gulf for the repair and survey of very large crude carriers and this project became a reality in November, 1974 when work officially started on the site at Bahrain. The vast joint project is the responsibility of the Arab Shipbuilding and Repair Yard (ASRY) and work is now

in progress on the 45-hectare site which will provide a drydock 375 metres by 75 metres; capable of taking vessels of up to 450,000 dwt. Ideally located relatively close to the major oil loading terminals, the ASRY complex is only a few kilometres from Bahrain International Airport with its direct connections to all parts of the world.

A management contract for the operation of ASRY was signed with the successful Portuguese shiprepair company Lisnave and a separate company was formed, Arab Shipbuilding and Repair Yard Marketing Services, based in London. Its initial contract for investment in the ASRY project is valued at \$200m. but with inflation this figure will be exceeded by the time the facility becomes operational in mid-1977 with a trained work force of 800. Eventually nearly 2,000 men will be employed and ASRY will provide training for Arab nationals wishing to work in the repair yard.

The original report on which the final decision on the drydock was based was the joint work of Sir Alexander Gibb and Profabril and the subsequent work of reclamation was carried out by Falco Dredging. Work has now started on the civil construction work, the contractor being the Korean company Hyundai. This particular part of the contract is worth in excess of \$145m. and the first unit to be completed will be the training centre which will be operational in May this year. During the earlier negotiations some British companies, including Swan Hunter and Vickers were involved as well as the Japanese company of Kawasaki Heavy Industries.

Visitors to the Gulf will know that one of the problems facing companies engaged in heavy engineering are the hot and humid conditions which exist from September until April or May. ASRY proposes to operate a three-shift system and to improve working conditions in the tanks of very large crude carriers by the use of portable air conditioning plants.

Japanese interest in the Gulf area has been sustained and a new joint venture between six Japanese companies and the Government of the State of Ajman (a member of the United Arab Emirates) has resulted in work being started on a new dockyard at Alzora Creek. The dimensions of the first dock are 200m. by 85m., which will make it suitable for semi-submersible oil rigs as well as ships.

Another large and ambitious project now in progress in the Gulf is at Dubai, where a three dock complex is being built by a joint Costain Civil Engineering and Taylor Woodrow International team with Sir William Halcrow and Partners appointed as the Dubai Dry Dock Company's consultants. Two of the drydocks will have dimensions of 415 metres by 74 metres and

415 metres by 66 metres respectively and the third will be 525 metres by 100 metres, but with facilities for dividing it into two docks.

The whole project is valued at nearly £100m. and the money involved is a combination of sterling, export finance and Euro-currency roll-over credit. The sterling loan of £62.5m. by Lazard Bros., London, is on behalf of Lloyds Bank and Midland Bank and the U.S.\$100m. Eurodollar loan is by Lazard and American Express International Banking Corporation on behalf of a syndicate of 26 banks representing eight countries.

Several smaller new repair facilities are proposed in Iraq and Kuwait. At the latter port a floating dock to take vessels of 45,000 dwt. and a slipway for 3,000 tonnes is being provided but it has been suggested that a drydock should be built to take 320,000 tonnes.

## Operational

Iraq plans to establish a repair facility at Basra where vessels of up to 6,000 dwt. could be drydocked and repaired. In all these developments, however, the critical factor is going to be the availability of trained labour and it is the speed with which training can be accomplished that will determine how soon the new projects will become operational.

Shipping operations within the Arabian and Persian Gulfs involve ships' crews, spare parts and supplies and in the case of tankers (where under normal market conditions speed is vital) there are special ship-to-shore services which provide the transfer of crews, stores and spares. There are airports in the Persian Gulf at Muscat, Bahrain, Abadan, Sharjah, Dhahran, Kharg Island, Dubai, Kuwait, Bushire, Abu Dhabi, Basrah, Lingah, Doha and Bandar Abbas. The link between the airport and the ships is provided by several organisations such as Kanoo, the Gulf Agency Company and Gray Mackenzie, which arrange repairs, underwater surveys and towage and barge operations as well as the transfer of crews. Egypt and Saudi Arabia are endowed with the favourable geographical conditions regarded as essential for the building and repair of deep sea and inland waterway vessels. There are many comparatively sheltered areas such as bays and in some cases lakes, and there are suitable depths of water in the Red Sea and the Persian Gulf.

As trade continues to increase in the area the demand for adequate shiprepair facilities grows and providing the cost of transporting the necessary spares to the area and installing the necessary skills can be controlled then owners may find it advantageous to have work undertaken at mid-voyage—the alternative could be an expensive diversion.

W. D. Ewart

Editor, Fairplay International



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[illegible]

an.	Oct	Lac Retrig	88	89	1291	5.7	5.1	5
an.	July	M.K. Electric	811 <sub>2</sub>	112	120	15	3.8	27

[illegible]

Root Harvest 10g.	29	17.11	11.66	2.50
Bolock 10g.	138	72.8	40.82	12.70

[illegible]

Bridport-G 20p	27	17.11
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[illegible]

Sept	Ala. Tele. 'A' 10p	75.00	9.2	73.9
ne	Grampian 'A' 10p	23	1.12	20.35

[illegible]

April	Amalgamated Corp.	47	213	2.95	6.2	9.7	2.8
July	Amalg. Power	55	311	3.05	2.7	8.5	6.7

[illegible]

Walsby Hughes —	126w	17.1f	06.0	3.7
Walton Die 10p.	122	20.10	0.7	3.71

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Devis & N'wma	87	1212
Danm. Rofes	85	1110

[illegible]

Nov.	Gl. Universal	220	26.1	6.13	3.
Nov.	Du 'A' Ord	212	36.1	6.13	3.

[illegible]

Feb	CompAir	831 <sub>2</sub>	121	3.1	2.5	5.7	10.8
Dec	Concentre 10p	361 <sub>2</sub>	17.11	1.79	2.2	7.5	9.4

[illegible]

Kwik Save 10p	121	3.11	23.59	3.3	4
Lennons Co. 10p	35	1.12	11.35	4.2	5

[illegible]

R.A. Trust 10p.	10p	974	0.3
Allenkorp.	128	229	4.1

[illegible]



**"Recent Issues" and "Rights" Page 17**



Tenneco admits  
making foreign  
'payments'

BY DAVID BELL

WASHINGTON, Feb. 15.

TENNECO, a large U.S. company with extensive oil, chemical and natural gas interests, has become the latest American concern to release details of what it calls "apparently improper practices" over the past few years.

The company voluntarily submitted details of various "sensitive payments"—at home and abroad—to the Securities and Exchange Commission but declined to say in which countries these payments have been made.

This latest corporate disclosure comes after the resignation on Friday of two of Tenneco's top executives after the company's admission that it paid bribes in several overseas countries in the past 15 years.

At least 50 large U.S. companies have admitted making payments—not all of them illegal—amounting to about \$350m.

The commission said it may not insist that other companies disclose in which countries they have been operating, if they submit details of their actions voluntarily.

## Dangerous

Tenneco said that last March it reviewed its foreign payments and concluded that they were proper, but recently it ordered its lawyers to re-assess them "because of the publicity surrounding the new and emerging concept of 'sensitive payments' and the concern expressed by various Commission representatives."

According to the company's statement filed with the Commission, Tenneco paid \$500,000 to the armed forces in an unnamed foreign country to "protect employees working in remote

and dangerous locations" and for the rental of aircraft and equipment.

The company also said that between 1970 and 1975 it paid \$12m to agents and consultants in about 24 foreign countries and still owes them a further \$12m.

It said that all these payments appeared to have been perfectly legal "but in some cases, the payments are made to the consultant or nominee outside his country of residence and verification of the use of the payments is not always feasible."

Tenneco said that payments worth only about \$10,480 might have been improperly described in the company's accounts and these were being adjusted accordingly.

Inside the U.S. it had maintained a fund, partly financed by "voluntary donations by senior executives," which had on occasion made contributions to local politicians and chairmen of utility companies.

On one occasion, money had been paid to a judge, who later decided a case in the company's favour.

Tenneco said that in many cases it had understood that "the money was given in turn by the recipients to various charitable projects of their choice."

Tenneco has substantial interests in Britain, operated through Tenneco International Inc., the main one being a 49.8 holding in the Albright and Wilson chemical giant.

Subsidiaries of Tenneco International in the U.K. include David Brown Tractors, Globe Petroleum Sales, Tenneco Organics, Tenneco Malros, J. I. Case Company and Tenneco Walker (U.K.). Last November it absorbed the motor component manufacturer, Harro Industries.

P & O profit 'down'  
—but lower  
dividend unlikely

BY MARGARET REID

P & O, the shipping group, is expected to announce profits this week which because of the world shipping slump, are lower than previously forecast, but which should still be adequate to avert any dividend cut.

Since June last year, when pre-tax profits of \$34m. were predicted for the 15 months to December, against record profits of \$45m. in the year 1973-74, the international shipping climate has darkened.

Now best indications are that the comparable outcome for the 15 months, before special items, was rather below \$30m., after taking credit for profits on ship sales, mostly dating from 1974.

However, another factor to be allowed for is that P & O has a large stake in the recently troubled property market, both from its own past activities and through its 1974 take-over of the Bovis building group. Additional provisions knocking several million pounds more off the profit figure appear likely against the property holdings, valued at \$180m. in September 1974.

All the evidence suggests that the group's worst troubles in 1974-75 have come chiefly on the passenger shipping side, where the world recession has coincided with the 15-month period including two slack October-December quarters.

Certainly P & O has cut its passenger activity. The Aradica has been among three vessels sold. The likelihood must be compared with earlier City estimates of a break-even position, the passenger side will have incurred a substantial loss.

While not immune from the storms which have assailed smaller tanker groups in the short-term market, P & O has been considerably protected from the recent slump by long-term charters for its tankers and some bulk-carriers.

Even so, the past months do not appear to have been particularly cheerful for the bulk-carrier side, where much of the company's investment is in joint ventures, notably through Anglo-Nordic Shipping, owned together with interests including those associated with the Norwegian shipping group, Hjalmar Reistad.

While P & O's bulk-carrier interests seem likely to have been slimmer, its general cargo side appears to have fared well.

There are encouraging signs on the building side of Bovis, which was acquired in a rescue bid in 1974 when its Twentieth Century banking side had been knocked by the secondary banking crisis.

Twentieth Century should now be managing with considerably reduced bank loans, perhaps rather over £20m. against a peak of £35m.

There have been several indications lately that in the present overcast atmosphere P & O is following a defensive policy of selling off a number of peripheral interests.

Last week brought news of an impending £37m. deal for the sale of the stake in Cathay Holdings, which controls the Asian airline Cathay Airways.

There have also been signs that the group has disposed of some substantial properties in Paris, perhaps of a value exceeding £20m., incurring losses thereby.

First planning pact  
expected next month

BY ADRIAN HAMILTON

THE DEPARTMENT OF Industry is expected to announce the signing of the first planning agreement with British Leyland or possibly Chrysler—early next month.

Reaction from the other companies approached has been mixed, with a surprisingly encouraging response from groups in the process plant and some other sectors particularly dependent on public sector contracts.

There has been a less favourable reaction, however, from some other groups, such as petrochemical companies, which feel that the agreements could prove to be a useless encumbrance on their normal investment and commercial planning.

Talks over the three months since the Government first picked out a number of sectors to tackle have shown just how far the Government has watered down the original concept of planning agreements to get over the objections of the industry.

The biggest single change is the dropping of the idea of a formal planning agreement or written code of practice as such.

In its place, the Department of Industry is now prepared to accept the concept of "an understanding" with companies in which little is formalised in documents and in which companies do not have to open all their books.

At the same time, the idea of detailed disclosure and formal agreement with the unions has now been changed to a concept of more limited disclosure based on discussions at plant level with shop stewards rather than at national level.

The reversal seems to be as much in response to union fears of inter-union rivalry that might result as to industry's fears of the use to which full disclosure might bring.

The planning agreement approach has also moved from one of tackling the country's largest companies to one of tackling the main companies in individual sectors — at present mainly process plant and petrochemicals.

This again follows complaints from industry about the confusion that might result from tackling several different areas of a company's business as one whole.

The watering down of the original concept of planning agreements as a means of exercising Government influence over company investment, making large corporations more accountable to Government and accelerating union participation at Board level, is likely to arouse strong protest from the Left wing of the Labour Party.

But it is consistent with the view of Mr. Eric Varley, Industry Secretary, and his officials, that planning agreements should be developed as only one part of the Government's industrial policy of encouraging a more constructive dialogue between industry, Government and the unions in a step-by-step development.

Any thought that Government assistance should be used as a weapon to force companies into the agreements has been dropped and the present approach is one of "softly-softly."

In spite of the relatively encouraging response from some companies, including some major process plant groups, those favouring the signing of an agreement still tend to be limited to concerns most dependent on Government assistance or State purchase of their goods.

International companies and those industries who are not dependent on a close relationship with the State remain, at best, highly cynical about the whole exercise.

One answer might be to show all four clustered near 3 per cent.

The Bank of England's calculation, however, will be more favourable than this. It will count in provisions against advances, whether general provisions (possibly some 11 per cent. of advances) specific provisions or rolled up interest in suspense accounts. All this would come to over 1 per cent. of deposits. As for premises, typically around 3 per cent. of deposits for a clearing bank counting a quarter of the value as free capital would be worth 0.75 points to the ratio, while a one-half allowance would raise it by 1.5 points. So the "Bank basis" free capital ratio is likely to work out at something over 5 per cent. on average for the Big Four.

The question is how these ratios will relate to any concessions which the clearers (and presumably other banks) will seek on inflation account. The need for additions to capital at times of rising deposits is obvious enough; assuming a fairly modest rise of 5.5m. or 11 per cent. in the Big Four's deposits this year, a rise in free capital of £250m. would be required to maintain the 5 per cent. ratio. The part clearers having lost relating to premises could, perhaps, be regarded as being early weeks of the

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THE LEX COLUMN  
A new look at  
bank ratios

This spring, for the first time, the big clearing banks will be taking along their annual accounts and holding individual discussions with the Bank of England. So far the Bank has remained enigmatic over its detailed interpretation of last year's statement—agreed with the clearing banks—on capital and liquidity adequacy. Lloyds decided to make a rights issue because it could see it was "getting out of line with the published free capital ratios in the rest of the sector, not because the Bank of England had indicated that any particular ratio would be more appropriate."

The Bank would never, of course, try to enforce sudden adjustments by the whole sector to any target level of capitalisation. But the clearers will be trying to prise out the Bank's general thoughts on ratios, and in particular its views on what proportion of their investment in premises can be counted as part of free capital. For the moment all that is known is that this proportion will vary between individual banks according to their ownership of small, marketable branches.

The clearers will also be keen to discuss various aspects of profitability with the Bank of England, especially the need for retentions and the impact of inflation. Part of the object of the joint statement—published in the September Bank of England Bulletin—was to create "a reasoned and generally accepted framework" in which discussion of bank profits and retentions could take place.

Monetary losses

The banks are anxious not to repeat their mistake of failing to put their case to the Sandilands committee, which ignored the requirements of financial companies. They have installed a representative—from Barclays—on the working party which is studying the treatment of monetary assets and liabilities, on the basis of the Monetary Sheeting Group. They will be keen to gain tax relief on that part of their profits which is required to maintain the real value of their free capital base. But this might require the reserving of a large part of profits, and sharp reduction in earnings and dividend cover in the same way that current cost accounting reduces average industrial company profits by more than half.

In fact the past year is likely to have seen some marginal improvement in the Big Four's free capital ratios—defined as

the capital resources, less the book value of the infrastructure as a proportion of deposits. Growth of deposits has been comparatively slow—on average well under 10 per cent., despite the relative buoyancy of foreign currency liabilities—and Midland, retaining its substantial whole-sale market activities, may show scarcely any increase at all. Moreover Midland, Lloyds and Barclays have all had equity or loan stock issues. The balance sheets are likely to

provided by long term of property would leave £30 which, the banks should be providing free profits (the net after tax and undistributed accounts as an addition to the reserves). For 1975, whereas MI subordinated loan over half its rights suffer only a small, terms of potential course, the position

Conventional banking, however, is rational in its impact on banks, because of proportions of debt in their capital. Barclays, with a high proportion of equity, would see a tax profit reduction of 50 per cent. on a C 1975, whereas MI subordinated loan over half its rights suffer only a small, terms of potential course, the position

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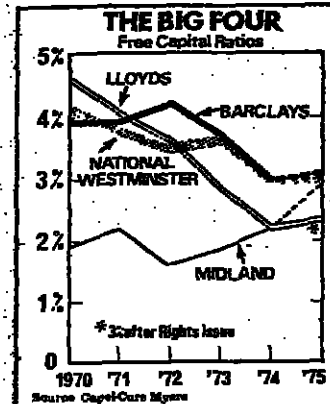
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Overtime  
ban  
call splits  
minersBy Loraine Otagar  
Labour Staff

A DEEP SPLIT in the National Union of Mineworkers over the proposed overtime ban became apparent over the weekend as a number of moderate regions decided not to abide by the union executive's decision.

The votes, particularly in the important Nottinghamshire region, are expected to strengthen calls for a special executive meeting this week to reconsider the decision, taken with an 11-10 majority on Thursday.

The decision on whether to reconvene the executive rests with Mr. Joe Cornley, the NUM's moderate president, who is strongly opposed to the ban.

Theoretically, the ban comes into effect today, but any results will not be felt until next Monday because little overtime is worked during the week-end.

On the other hand, much essential maintenance and safety work is carried out at week-ends on overtime.

After initial strong endorsement of the ban by a number of militant regions on Friday, the moderates appeared to be in a majority over the week-end.

On Saturday, delegates from 33 Nottinghamshire branches voted 155-105 to continue normal working. The area president, Mr. Len Reistad, a leading moderate, said that the Left had walked into a trap of its own making by insisting that the only vote which could be taken was on whether or not to support the executive decision.

Seven of the eight North Staffordshire pits decided yesterday not to abide by the ban. The eighth is leaving a decision until today. There will be branch votes in South Derbyshire today after the area executive described the ban as "nonsensical and ridiculous" over the week-end.

Miners in the North-West, on the other hand, decided to support the ban and in South Wales lodge and pithead meetings supported an area conference decision taken on Friday to join in.

Mr. Charles Churm, the outspoken moderate secretary of the Sharncliffe Colliery in Yorkshire, said yesterday that the ban was merely a prelude to a complete stoppage in a few weeks' time.

campaign against him is gathering speed.

Outside China, Teng was widely expected to succeed to the Premiership until Hua Kuo-feng was announced as Acting Premier ten days ago. Hua's surprise appointment coincided with the first attack in the People's Daily on "capitalist roaders" and the opening of the poster campaign in Peking and Shanghai.

Until the cultural revolution, Mr. Teng was closely associated with Liu Shao-chi, formerly Premier, who was also attacked as a "capitalist roader" by Khrushchev.

Mr. Teng's "second earned" for his supposed advocacy of revisionism.

Both were condemned as "capitalist roaders" but Mr.

Teng made a political recovery and re-appeared in the Chinese leadership in 1973.

A Reuters report from Peking says that buses ferried hundreds of people to Fudan University to read criticism clearly aimed at Mr. Teng and ordinary Chinese were being allowed onto the campus without passes.

Quoting sources in the Chinese capital it added that one poster contained a vaguely worded charge that Mr. Teng went against Chairman Mao Teng's line that the party should lead the army.

It is still not clear how far the present campaign is likely to go, but Mr. Teng has not been reported in public since the late Premier Chou En-lai's funeral.